

Department of the Army  
Headquarters, United States Army  
Training and Doctrine Command  
Fort Monroe, Virginia 23651-1067

\*TRADOC Regulation 10-5-4

7 February 2006

**Organization and Functions**  
**U.S. ARMY COMBINED ARMS CENTER**

---

**Summary.** This regulation prescribes the organization, mission, and functions of the United States Army Combined Arms Center (CAC). This is a major revision incorporating changes from various reorganizations and command decisions.

**Applicability.** This regulation applies to all elements of CAC.

**Supplementation.** Supplementation of this regulation is prohibited unless specifically approved by the U.S. Army Training and Doctrine Command (TRADOC) Deputy Commanding General (DCG)/Chief of Staff (CofS) (ATCS), 5 Fenwick Road, Fort Monroe, VA 23651-1049.

**Suggested improvements.** The lead for this regulation is the CAC G-3. Send comments and suggested improvements on DA Form 2028 (Recommended changes to Publications and Blank Forms) or DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal) through channels to Commander, CAC (ATZL-SCS) 415 Sherman Ave, Fort Leavenworth, KS 66027-2326.

**Availability.** This publication is available on the TRADOC Homepage at <http://www.tradoc.army.mil>.

---

**Contents**

	Paragraph	Page
<b><u>Chapter 1</u></b>		
<b>Introduction</b>		
Purpose.....	<a href="#">1-1</a>	6
References.....	<a href="#">1-2</a>	6
Explanation of abbreviations and terms.....	<a href="#">1-3</a>	6
Responsibilities .....	<a href="#">1-4</a>	6
Scope.....	<a href="#">1-5</a>	6
Policy .....	<a href="#">1-6</a>	6
General organizational requirements .....	<a href="#">1-7</a>	7

---

\*This regulation supersedes CAC Reg 10-1, 1 Oct 94 and CAC O&O, 17 Dec 04.

## Contents (cont)

	Paragraph	Page
<b><u>Chapter 2</u></b>		
<b>Organization, Functions, and Responsibilities of CAC</b>		
Mission of CAC .....	<a href="#">2-1</a>	7
Organization of CAC .....	<a href="#">2-2</a>	7
Lead functions of CAC .....	<a href="#">2-3</a>	8
Other major responsibilities of CAC .....	<a href="#">2-4</a>	10
Command and control relationships for CAC .....	<a href="#">2-5</a>	13
Assist functions .....	<a href="#">2-6</a>	14
<b><u>Chapter 3</u></b>		
<b>Headquarters CAC</b>		
<b><u>Section I</u></b>		
<b>Organization of HQ CAC</b>		
Command group.....	<a href="#">3-1</a>	15
Personal staff.....	<a href="#">3-2</a>	15
Coordinating staff .....	<a href="#">3-3</a>	15
Special staff.....	<a href="#">3-4</a>	15
<b><u>Section II</u></b>		
<b>Headquarters CAC Command Group</b>		
Commanding General .....	<a href="#">3-5</a>	16
Chief of Staff.....	<a href="#">3-6</a>	16
Command Sergeant Major .....	<a href="#">3-7</a>	16
Secretary of the General Staff.....	<a href="#">3-8</a>	16
<b><u>Section III</u></b>		
<b>Commanding General, CAC Personal Staff</b>		
Command Chaplain .....	<a href="#">3-9</a>	17
Staff Judge Advocate .....	<a href="#">3-10</a>	17
Inspector General.....	<a href="#">3-11</a>	18
<b><u>Section IV</u></b>		
<b>Combined Arms Center Coordinating Staff</b>		
CAC G-1 and Human Resources Directorate .....	<a href="#">3-12</a>	18
CAC G-2 .....	<a href="#">3-13</a>	20
CAC G-3 .....	<a href="#">3-14</a>	22
CAC G-6 .....	<a href="#">3-15</a>	24
CAC G-7 .....	<a href="#">3-16</a>	25
CAC G-8 .....	<a href="#">3-17</a>	25
Directorate of Resource Management .....	<a href="#">3-18</a>	26

**Contents (cont)**

	<b>Paragraph</b>	<b>Page</b>
<b><u>Section V</u></b>		
<b>Combined Arms Center Special Staff</b>		
CAC Strategic Communications and Military Review.....	<a href="#">3-19</a>	28
Combat Studies Institute.....	<a href="#">3-20</a>	29
Quality Assurance Office.....	<a href="#">3-21</a>	31
Safety Office.....	<a href="#">3-22</a>	32
Executive Services.....	<a href="#">3-23</a>	33
Special Troops Battalion.....	<a href="#">3-24</a>	34
<b><u>Chapter 4</u></b>		
<b>TRADOC Program Integration Office-Battle Command</b>		
Mission of TPIO-BC.....	<a href="#">4-1</a>	34
Organization of TPIO-BC.....	<a href="#">4-2</a>	35
Responsibilities and functions of TPIO-BC.....	<a href="#">4-3</a>	35
Battle Command Battle Lab.....	<a href="#">4-4</a>	35
Battle Command Combat Development.....	<a href="#">4-5</a>	36
TRADOC System Manager Current Battle Command.....	<a href="#">4-6</a>	37
<b><u>Chapter 5</u></b>		
<b>Combined Arms Doctrine Directorate</b>		
Mission of CADD.....	<a href="#">5-1</a>	38
Organization of CADD.....	<a href="#">5-2</a>	38
Responsibilities and functions of CADD.....	<a href="#">5-3</a>	39
Common duties for doctrine development divisions.....	<a href="#">5-4</a>	41
Tactics Division.....	<a href="#">5-5</a>	42
Protection Division.....	<a href="#">5-6</a>	42
Joint National and Multinational Division.....	<a href="#">5-7</a>	42
Operational-Level Division.....	<a href="#">5-8</a>	43
Army Doctrine Proponency Division.....	<a href="#">5-9</a>	43
Command and Control Division.....	<a href="#">5-10</a>	44
Special Division.....	<a href="#">5-11</a>	44
<b><u>Chapter 6</u></b>		
<b>Combined Arms Center-Training</b>		
Mission of CAC-T.....	<a href="#">6-1</a>	44
Organization of CAC-T.....	<a href="#">6-2</a>	44
Responsibilities and functions of CAC-T.....	<a href="#">6-3</a>	45
Battle Command Training Program.....	<a href="#">6-4</a>	45
National Simulation Center.....	<a href="#">6-5</a>	47
Collective Training Directorate.....	<a href="#">6-6</a>	50
Combat Training Center Directorate.....	<a href="#">6-7</a>	54
Army Joint Support Team.....	<a href="#">6-8</a>	56
TRADOC Program Integration Office Virtual Training Environment.....	<a href="#">6-9</a>	58
TRADOC Project Office, One-Automated Force.....	<a href="#">6-10</a>	61

## Contents (cont)

	Paragraph	Page
<b><u>Chapter 7</u></b>		
<b>Command and General Staff College</b>		
Mission of CGSC.....	<a href="#">7-1</a>	62
Organization CGSC .....	<a href="#">7-2</a>	62
Responsibilities and functions of CGSC.....	<a href="#">7-3</a>	63
Command and General Staff School.....	<a href="#">7-4</a>	63
School for Command Preparation.....	<a href="#">7-5</a>	69
School of Advanced Military Studies .....	<a href="#">7-6</a>	70
Army Management Staff College .....	<a href="#">7-7</a>	70
Non-Resident Studies.....	<a href="#">7-8</a>	72
Center for Army Leadership .....	<a href="#">7-9</a>	72
Command and General Staff College staff organization .....	<a href="#">7-10</a>	76
Dean of Academics .....	<a href="#">7-11</a>	77
Other Service Elements.....	<a href="#">7-12</a>	79
Director Reserve Component Programs - USAR .....	<a href="#">7-13</a>	80
Director Reserve Component Programs - ARNG.....	<a href="#">7-14</a>	80
Digital Leader Development Center .....	<a href="#">7-15</a>	81
<b><u>Chapter 8</u></b>		
<b>Center for Army Lessons Learned</b>		
Mission of CALL.....	<a href="#">8-1</a>	82
Organization of CALL.....	<a href="#">8-2</a>	82
Responsibilities and functions of CALL.....	<a href="#">8-3</a>	82
Functions of the HQ and Program Management Section .....	<a href="#">8-4</a>	83
Functions of the AID .....	<a href="#">8-5</a>	83
Functions of the Lessons Learned Division.....	<a href="#">8-6</a>	84
Functions of the Research Division .....	<a href="#">8-7</a>	85
Functions of the Publishing Division.....	<a href="#">8-8</a>	86
Functions of the Information Support Division .....	<a href="#">8-9</a>	86
<b><u>Chapter 9</u></b>		
<b>TRADOC Centers, Schools, and Activities</b>		
Relationship of CAC to centers, schools, and activities .....	<a href="#">9-1</a>	87
Air Defense Artillery Center and School.....	<a href="#">9-2</a>	87
Armor Center .....	<a href="#">9-3</a>	89
Aviation Center.....	<a href="#">9-4</a>	90
Field Artillery Center.....	<a href="#">9-5</a>	92
Infantry Center.....	<a href="#">9-6</a>	93
Intelligence Center and School .....	<a href="#">9-7</a>	95
Maneuver Support Center .....	<a href="#">9-8</a>	96
Signal Center.....	<a href="#">9-9</a>	103
Defense Language Institute Foreign Language Center.....	<a href="#">9-10</a>	105
United States Army Sergeants Major Academy .....	<a href="#">9-11</a>	107
United States Disciplinary Barracks .....	<a href="#">9-12</a>	108

**Contents (cont)**

	<b>Paragraph</b>	<b>Page</b>
Warrant Officer Career Center.....	<a href="#">9-13</a>	109
Western Hemisphere Institute for Security Cooperation.....	<a href="#">9-14</a>	110

**Chapter 10****Coordinating Instructions**

Coordination .....	<a href="#">10-1</a>	112
Taskings .....	<a href="#">10-2</a>	113

**Appendix**

<a href="#">References</a> .....		113
----------------------------------	--	-----

**Table List**

<a href="#">Table 2-1</a> : CAC functions and responsibilities.....	9
<a href="#">Table 5-1</a> : CAC lead doctrine areas.....	39

**Figure List**

<a href="#">Figure 2-1</a> : Combined Arms Center organization .....	8
<a href="#">Figure 4-1</a> : TRADOC Program Integration Office-Battle Command .....	35
<a href="#">Figure 5-1</a> : Combined Arms Doctrine Directorate .....	38
<a href="#">Figure 6-1</a> : Combined Arms Center–Training.....	45
<a href="#">Figure 7-1</a> : Command and General Staff College .....	63
<a href="#">Figure 7-2</a> : Army Management Staff College .....	71
<a href="#">Figure 8-1</a> : Center for Army Lessons Learned.....	82
<a href="#">Figure 9-1</a> : Air Defense Artillery Center and School.....	87
<a href="#">Figure 9-2</a> : Armor Center .....	89
<a href="#">Figure 9-3</a> : Aviation Center .....	91
<a href="#">Figure 9-4</a> : Field Artillery Center.....	93
<a href="#">Figure 9-5</a> : Infantry Center.....	94
<a href="#">Figure 9-6</a> : Intelligence Center and School .....	96
<a href="#">Figure 9-7</a> : Maneuver Support Center .....	97
<a href="#">Figure 9-8</a> : Chemical School .....	100
<a href="#">Figure 9-9</a> : Engineer School .....	101
<a href="#">Figure 9-10</a> : Military Police School .....	103
<a href="#">Figure 9-11</a> : Signal Center.....	104
<a href="#">Figure 9-12</a> : Defense Language Institute Foreign Language Center.....	106
<a href="#">Figure 9-13</a> : United States Army Sergeants Major Academy .....	107
<a href="#">Figure 9-14</a> : United States Disciplinary Barracks .....	108
<a href="#">Figure 9-15</a> : Warrant Officer Career Center.....	109
<a href="#">Figure 9-16</a> : Western Hemisphere Institute for Security Cooperation .....	111

<a href="#">Glossary</a> .....	117
--------------------------------	-----

## **Chapter 1**

### **Introduction**

**1-1. Purpose.** This regulation defines the organization of the CAC and delineates its subordinate and aligned organizations, responsibilities, and functions.

**1-2. References.** [Appendix A](#) contains the related publications.

**1-3. Explanation of abbreviations and terms.** The [glossary](#) contains abbreviations and terms used in this regulation.

#### **1-4. Responsibilities.**

- a. The TRADOC Deputy Commanding General (DCG)/Chief of Staff (CofS). The DCG/CofS will approve changes to this regulation.
- b. The CAC Chief of Staff. Approves recommended changes to this regulation and forwards them to the TRADOC DCG/CofS for approval.
- c. The CAC G-3. Serve as the CAC lead for this regulation. Review and coordinate proposed changes and forwards recommendations to the CAC CofS, and subsequently to HQ TRADOC.
- d. Headquarters (HQ) CAC staff. The HQ CAC staff will ensure that definitions of the organizational structure, functions, and responsibilities shown in this regulation are current and accurate.
- e. The CAC organizations, schools, centers, and activities. The CAC organizations, schools, centers, and activities will ensure their organizational structure, functions, and responsibilities shown in this regulation are current and accurate. Given the dynamic nature of military transformation and the operational environment, each organization should annually undertake a critical analysis and review of its structure, functions, and responsibilities. This will ensure CAC remains an agile, innovative organization that anticipates change rather than react to it.

**1-5. Scope.** This regulation is focused on the organization, functions, and responsibilities of CAC. It describes CAC's major organizational structure; assigned core functions; major responsibilities for HQ CAC and CAC subordinate and aligned centers, schools, and activities; and relationships between these organizations and their assigned responsibilities.

**1-6. Policy.** Responsibility for missions and tasks will be decentralized to CAC organizations, the HQ CAC staff, and special activities to the maximum extent possible. The HQ CAC staff exists to assist the Commanding General (CG), CAC in accomplishing the mission by providing staff management, planning, and coordination capabilities. The command group and special staff elements provide professional and technical services and advice. In all matters, the staff acts through the CAC CofS who acts on behalf of the CG, CAC.

**1-7. General organizational requirements.** Each CAC organization structures units to facilitate effective and efficient mission accomplishment; assigns specific functional responsibilities to each organizational element oriented toward accomplishing missions; groups similar functions; eliminates functions and structures that become unessential; consolidates functions and responsibilities where feasible and economical; and eliminates duplicate or fragmented functions.

---

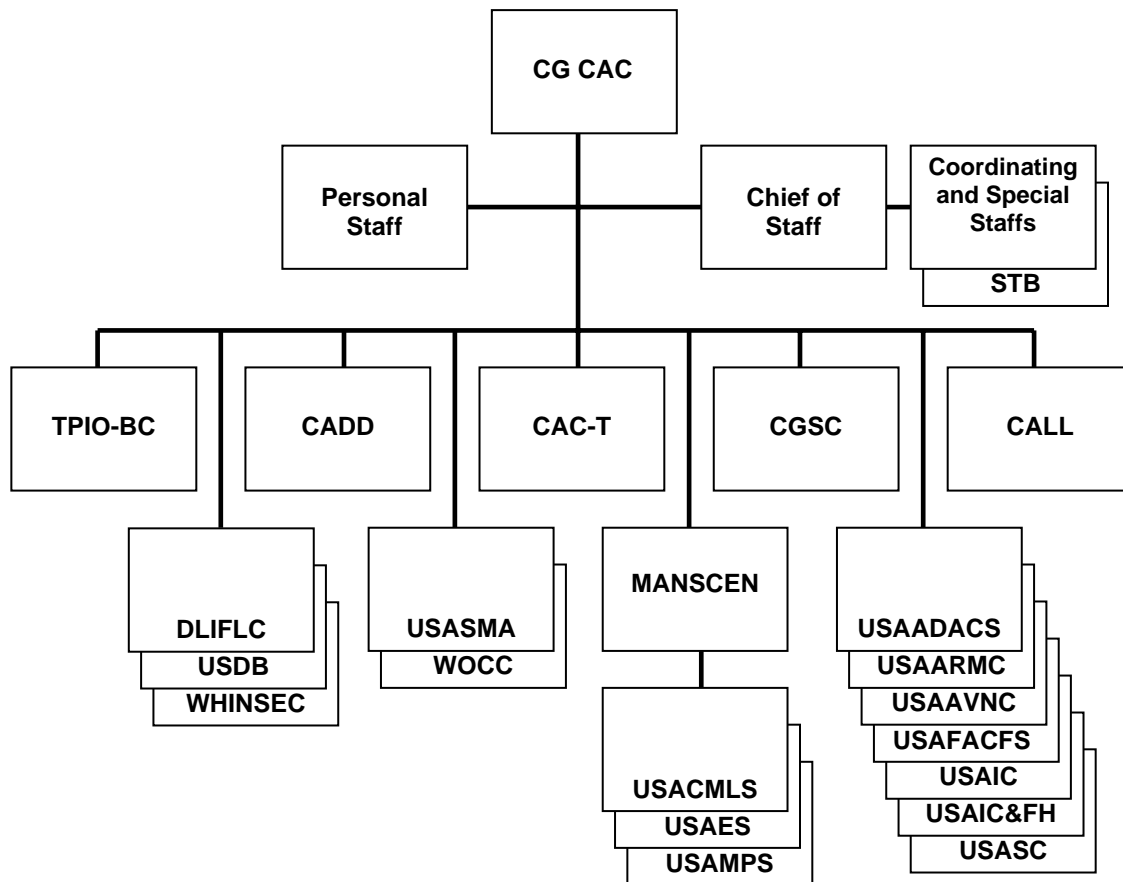
## **Chapter 2**

### **Organization, Functions, and Responsibilities of CAC**

**2-1. Mission of CAC.** The CAC provides leadership and supervision for leader development and professional military and civilian education; institutional and collective training; functional training; training support; battle command (BC); doctrine; collection, analysis, and integration of lessons learned; and specified areas CG, TRADOC designates in order to serve as catalyst for change and to support developing relevant and ready land formations with campaign qualities in support of the joint force commander.

#### **2-2. Organization of CAC.**

a. The CAC consists of a HQ element and five major subordinate organizations (MSO): Combined Arms Doctrine Directorate (CADD); Combined Arms Center-Training (CAC-T); Command and General Staff College (CGSC); TRADOC Program Integration Office-Battle Command (TPIO-BC); and Center for Army Lessons Learned (CALL). The CG, CAC has command authority over these organizations. The CG, CAC has direct authority over the following aligned TRADOC centers and schools: the U.S. Army Maneuver Support Center (MANSCEN), which consists of the U.S. Army Chemical School (USACMLS), U.S. Army Engineer School (USAES), and U.S. Army Military Police School (USAMPS); U.S. Army Air Defense Artillery Center and School (USAADACS); U.S. Army Armor Center (USAARMC); U.S. Army Aviation Center (USAAVNC); U.S. Army Field Artillery Center and Fort Sill (USAFACFS); U.S. Army Infantry Center (USAIC); U.S. Army Intelligence Center and Fort Huachuca (USAIC&FH); U.S. Army Signal Center (USASC); U.S. Army Sergeants Major Academy (USASMA); and the Warrant Officer Career Center (WOCC). CAC also has direct authority over the following three special activities: Defense Language Institute Foreign Language Center (DLIFLC); Western Hemisphere Institute for Security Cooperation (WHINSEC); and United States Disciplinary Barracks (USDB) ([see fig 2-1](#)).



**Figure 2-1. Combined Arms Center organization**

### 2-3. Lead functions of CAC.

a. TRADOC's core competencies, eleven core functions, and three key enablers are identified and defined in TR 10-5.

b. The CAC serves as the TRADOC lead for six of the TRADOC core functions. The CAC's assigned core functions and the internal CAC lead for those core functions and major responsibilities are identified in Table 2-1.



**Table 2-1**  
**CAC functions and responsibilities**

<b>TRADOC Core Functions</b>	<b>CAC Lead Organization</b>
Doctrine	CADD
Collective Training	CAC-T
Training Support	CAC-T
Functional Training	CGSC
Leader Development & Education	CGSC
Lessons Learned	CALL
<b>Other CAC Responsibilities</b>	<b>CAC Lead Organization</b>
Command and Control (Battle Command)	TPIO-BC
LandWarNet Warfighter Mission Area (WMA)	TPIO-BC
Army Airspace Command and Control (A2C2)	TPIO-BC
Network Integration	TPIO-BC
Joint Operations	CADD
Personnel Recovery	CADD
Reconnaissance, Surveillance, and Target Acquisition (RSTA)	CADD
Multinational Operations	CADD
Protection	CADD
Urban Operations	CADD
Army Digital Training Strategy	CAC-T
CTC Program	CAC-T
Unit Combined Arms Training Strategies	CAC-T
Battle Staff, Battle Command Training	CAC-T
Live-Virtual-Constructive Training Environment (Training Simulations)	CAC-T
Unit Training Management	CAC-T
PME & JPME	CGSC
Warrior Ethos	CGSC
Stability and Reconstruction Operations (S&RO)	CAC G-3
Information Operations	CAC G-7
Electronic Warfare	CAC G-7
Army Modular Force	CAC G-8
Battle Command Knowledge System	CAC G-8
Chemical, Biological, Radiological, Nuclear, and high-yield Explosives (CBRNE)	CAC G-3
Combat Identification	Armor Center

c. The execution of core function responsibilities for lessons learned includes: conduct analysis on emerging tactics, techniques, and procedures (TTP); and operational observations,

insights, and lessons (OIL), from both the Army and joint, interagency, and multinational (JIM) environments; to facilitate integration of key OIL into institutional, operational and self-development domain processes. Particular focus placed on rapid lessons learned integration within programs of instruction (POIs) and curriculum at the TRADOC centers and schools, CGSC, School for Advanced Military Studies (SAMS), and the U.S. Army War College (USAWC).

#### **2-4. Other major responsibilities of CAC.**

a. Command and control (includes battle command). In coordination with (ICW) TRADOC Futures Center (FC), experiments with battle command initiatives, provides standardized capability requirements for the Army Battle Command System (ABCS), identifies gaps and develops integrated capabilities that allow transition from the ABCS to joint command and control; develops and implements a battle command migration strategy in order to facilitate interoperability and enhance capabilities; and integrates and standardizes tactical operation center capabilities. The TPIO-BC is CAC lead.

b. Army airspace command and control (A2C2). Facilitate the overall coordination, synchronization, integration, and routine reporting of TRADOC schools' A2C2 actions. The CAC will integrate all A2C2 doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) requirements for the force within TRADOC and provide staff management of A2C2-related activities of Air Traffic Services, USAANVC, U.S. Army Air Defense School, and Fire Support Coordination, U. S. Army Field Artillery School. The TPIO-BC is CAC lead.

c. LandWarNet warfighter mission area (WMA). Integrate and synchronize warfighting capabilities within TRADOC. Provide the co-chair for the LandWarNet Board of Directors with Director, TRADOC FC. The TPIO-BC is CAC lead.

d. Joint operations. Represent the Army in specified joint doctrine forums and ensures Army doctrine is consistent with joint doctrine. Monitors and supports development of joint and Army concepts, concept capability plans (CCPs), and doctrine. The CADD is CAC lead with TRADOC FC (Joint and Allied Doctrine Division (JADD)) assist.

e. Multinational operations. Represents the Army in specified multinational doctrine forums and ensures Army doctrine is consistent with multinational doctrine. Monitors and supports development of multinational concepts and doctrine. The CADD is CAC lead, with TRADOC FC (JADD) assist.

f. Personnel recovery (PR). Reviews, prepares, integrates, and synchronizes PR into Army, other Service, and joint doctrinal publications; integrates PR capabilities into organizations; develops and integrates PR education into the professional military education system; assesses and recommends materiel requirements to support PR; assesses, recommends, and certifies facilities including modified survival, evasion, resistance, and escape training facilities; and assesses and develops PR simulations to support training of commanders and staff, units, and individuals. The CADD is CAC lead.

g. Protection. The protection warfighting function includes the tasks and systems that preserve the force so the commander can apply maximum combat power. Identifies protection gaps and develops DOTMLPF solutions. Assists TRADOC FC in the development and integration of joint and Army protection functional concepts used to develop doctrine and design organizations to execute the protection warfighting function. The CADD is CAC lead.

h. Reconnaissance, surveillance, and target acquisition (RSTA). Develop operational and organizational doctrine for a RSTA organization that is responsive and tailored to meet the needs of the commander. Develop the capabilities and organizational design for the battlefield surveillance BDE. The CADD is CAC lead.

i. Army Digital Training Strategy (ADTS). Develops strategy by which the Army trains BC using digital BC systems. The ADTS prescribes individual and collective (unit and staff) skills for all digital BC systems. It is a four-phased training strategy consisting of: establish skills, maintain skills, improve skills, and new equipment training (NET). The CAC-T is CAC lead.

j. Battle staff battle command training for division and corps staff. Provides realistic, stressful unit training and leader development for operational- and tactical-level commanders and supports contingency operations worldwide. Provides a training environment that reflects full spectrum JIM operations in the contemporary operating environment (COE). The CAC-T is CAC lead.

k. The Combat Training Center (CTC) responsible official (RO). Deputy Commanding General, Combined Arms (DCG, CA) is appointed by the CG, TRADOC, in accordance with (IAW) AR 350-50, as the CTC RO for administration, validation, and integration of the CTC Program. The CTC RO provides guidance, direction, and staff management for the preparation of the CTC master plan. The CAC-T is CAC lead.

l. Live, virtual, constructive (LVC) training environment (LVC TE) (training simulations). Responsible for the seamless integration of the LVC simulation environments to support Army, joint, and combined training exercises and military operations across the full spectrum of conflict. The CAC-T is CAC lead.

m. Unit Combined Arms Training Strategies (CATS). Manage CATS policy, requirements, and resources TRADOC-wide. Manage CATS functionality in Digital Training Management System (DTMS), Unit Training Management System (UTMS), and Automated Systems Approach to Training (ASAT). The CAC-T is CAC lead.

n. Unit training management (includes DTMS). Plans and coordinates unit training management configuration (UTMC) requirements through the Requirements Control Board, and conducts Armywide fielding of DTMS. Provide staff management of DTMS sustainment, development, and implementation of future UTMS and DTMS functional requirements. The CAC-T is CAC lead.

o. Professional military education (PME) and joint professional military education (JPME). Develops, coordinates, and recommends PME programs to develop Army leaders to include

officers, warrant officers, noncommissioned officers (NCO), and civilians. The CGSC is CAC lead. ICW CALL, participate in lessons learned integration (L2I) collaboration network (L2I-CN); assist with lessons learned validation; and integrate high value lessons learned information within appropriate POI and curricula to ensure relevant and most current operational insights, lessons, and TTP are provided to Command and General Staff Officer Course (CGSOC) and SAMS students.

p. Stability and reconstruction operations (S&RO). Develops S&RO white papers, identifies gaps in S&RO capabilities, and develops solutions across the DOTMLPF. The CAC G-3 is lead for coordination, synchronization, and monitoring TRADOC initiatives.

q. Warrior Ethos. Ensure the incorporation of Warrior Ethos into the Army culture across the DOTMLPF domains. The CGSC is CAC lead.

r. Information operations (IO). Develops and documents IO DOTMLPF requirements ICW TRADOC FC, manages personnel life cycles for IO officers, and coordinates and teaches the IO qualification course. The CAC G-7 is CAC lead.

s. Army Modular Force. Coordinates and integrates modular force-related DOTMLPF issues. The CAC G8 is the CAC lead.

t. Battle Command Knowledge System (BCKS). Develops and maintains the BCKS to support training, leader development and education, battle command, and doctrine. The CAC G-8 is CAC lead.

u. Network integration. Ensures full integration of battle command, intelligence, and combat service support (CSS) federation of networks to leverage and enable interdependent network centric warfare within the JIM environment. The USASC is CAC lead for technical integration. TPIO-BC is lead for operational integration.

v. Electronic warfare (EW). Provide synchronization, integration, coordination, and decision authority for requirements determination for EW DOTMLPF requirements for the Army ICW TRADOC FC. The CAC G-7 is CAC lead and integrates electronic attack, electronic warfare support, and electronic protect. The USAFAC&FS is CAC lead for corps and below electronic attack requirements. The CG, Intelligence and Security Command is lead for electronic attack requirements for echelons above corps. Commanding General, USAIC&FH is CAC lead for electronic warfare support requirements. The USAARMC is CAC lead for electronic protect ground requirements and USAAVNC is CAC lead for electronic protect air requirements.

w. Chemical, biological, radiological, nuclear and high yield explosive (CBRNE). Integrate new and developing requirements for the five environments of weapons of mass destruction (WMD): chemical, biological, radiological, nuclear, and explosive ICW TRADOC FC. The CAC is the specified proponent for the CBRNE operational headquarters and integrates DOTMLPF issues for CBRNE operational headquarters. The USACMLS is CAC lead for chemical, biological, and radiological effects. The U.S. Army Nuclear and Chemical Agency is the Army and TRADOC lead for disablement (nuclear) operations. The U.S. Army Ordnance

Center and School is TRADOC lead for explosive effects. The CAC G-3 is lead for coordination, synchronization, and monitoring TRADOC initiatives.

x. Combat identification (CID). Conduct capabilities integration of the four joint CID environments: surface-surface, surface-air, air-surface, and air-air ICW TRADOC FC. TRADOC System Manager Platform Battle Command/Combat Identification coordinates CID initiatives at the DOTMPLF user level. The USAARMC is CAC lead.

y. Army Training Simulations. Responsible for all Army training simulations that support Army and joint Training, Exercises and Military Operations (TEMO). As TEMO Domain Agent, CG, CAC supports Headquarters, Department of the Army (HQDA) Deputy CofS, G-3 Director of Training in his role as TEMO Domain Manager by gathering and managing all TEMO domain training simulation requirements and capabilities including individual and collective training and education, leader development, JIM exercises, mission rehearsals, and military operations. To facilitate integration, CAC, CG co-chairs with the HQDA Deputy CofS, G-3 the LVC Executive Steering Group. The Director, National Simulation Center serves as TEMO Domain Action Agent and TRADOC Program Integration Officer for live, virtual, and constructive training environment (TPIO-LVC TE) to support CG, CAC in his role as TEMO Domain Agent and assist him in developing and maintaining the live, virtual, and constructive training environment (LVC TE).

## **2-5. Command and control relationships for CAC.**

a. The TRADOC centers, schools, and activities under CAC direct authority receive guidance from both CAC and other TRADOC agencies including the HQ TRADOC staff, U.S. Army Accessions Command (USAAC), and TRADOC FC. Each of these agencies provides operational guidance within their authority and assigned missions and, as appropriate, through HQ TRADOC. The CAC provides guidance, leadership, and supervision to the branch centers and schools in relation to the CAC missions of leader development and professional military and civilian education, institutional and collective training, functional training, training support, battle command, doctrine, and lessons learned.

b. The CG, CAC is tri-hatted as TRADOC DCG, CA; the CG, CAC; and Commandant, CGSC.

c. The DCG, CA represents CG, TRADOC in matters relating to leader development and education; collective training; training support; functional training; doctrine, and lessons learned. Specifically, DCG, CA will:

(1) Serve as the TRADOC representative on the Training and Leader Development General Officer Steering Committee (TLGOSC).

(2) Serves as the DA RO for the CTC Program.

(3) Serve as principal TRADOC representative on the Battle Command GOSC.

## **2-6. Assist functions.**

a. USAAC. Assist USAAC with development of Basic Officer Leader Course III. Provide USAAC with what a Soldier must be prepared to learn on exiting initial military training (IMT) – what capabilities the soldier must possess to begin functional training and enter the Army Leader Development System.

b. TRADOC FC.

(1) Concepts. Assist TRADOC FC and proponents develop concepts or CCPs IAW the Army Concept Strategy.

(2) Experimentation. Assist TRADOC FC by supporting development of the Army Concept Development Experimentation Plan (ACDEP) and ACDEP Questions Architecture to include recommending priorities. Conducts and supports experiments IAW the ACDEP. Assist TRADOC FC explore innovative methods of operation and conducts battle command experiments to substantiate the effects of proposed warfighting capabilities.

(3) Requirements determination. Assist the TRADOC FC determine doctrine, leader development and education, and collective training implications during the Joint Capabilities Integration and Development System (JCIDS) analysis of joint and Army concepts. Assist the TRADOC FC assess capabilities to identify battle command gaps and develops integrated battle command DOTMLPF requirements to resolve or mitigate those gaps. Conduct JCIDS analysis of concepts. Develop JCIDS capability documents.

(4) Modeling and simulation (M&S). Provides input on M&S capabilities and needs. Assist development of simulations support plans by materiel developers.

(5) Operational architecture. Assist TRADOC FC develop, integrate, validate, and maintain operational architectures.

(6) Organizational design. Assist the TRADOC FC design organizations for divisions and corps.

(7) Future warfare studies. Support Army Title 10 wargames and other Service events.

(8) Science and technology (S&T). Support advanced concept technology demonstrations and advanced technology demonstrations.

(9) Spiral development. Support capabilities gap analysis.

(10) Studies and analysis. Support development of TRADOC Studies and Analysis Program.

- c. HQ TRADOC Deputy Chief of Staff for Resource Management (DCSRM). Provide Planning, Programming, Budgeting, and Execution System (PPBES) budget products and priority recommendations.
  - d. USAWC. Supports exchange and integration of lessons learned with regard to strategic-level peacekeeping and stability operations.
  - e. TRADOC Analysis Center (TRAC). Provide supplemental funding for CAC analytic requirements that exceed TRAC's mission funding and advocates for TRAC unfunded requirements for CAC programs.
- 

## **Chapter 3**

### **Headquarters CAC**

#### **Section I**

#### **Organization of HQ CAC**

**3-1. Command group.** The command group consists of:

- Commanding General.
- Chief of Staff.
- Command Sergeant Major (CSM).
- Secretary of the General Staff (SGS).

**3-2. Personal staff.** The personal staff consists of:

- Command Chaplain.
- Inspector General (IG).
- Staff Judge Advocate (SJA).

**3-3. Coordinating staff.** The coordinating staff consists of:

- CAC G-1.
- CAC G-2.
- CAC G-3.
- CAC G-6.
- CAC G-7.
- CAC G-8.
- Directorate of Resource Management (DRM).

**3-4. Special staff.** The special staff consists of:

- Strategic Communications (STRATCOM) and Military Review.
- Combat Studies Institute (CSI).

- Quality Assurance Office (QAO).
- Safety Office.
- Executive Services.

## **Section II**

### **Headquarters CAC Command Group**

**3-5. Commanding General.** The CG, CAC is responsible for ensuring that the command develops and integrates leader development and professional military and civilian education, institutional and collective training, functional training, training support, battle command, doctrine, lessons learned, and specific areas assigned by CG, TRADOC.

**3-6. Chief of Staff.** The CofS supervises the special and coordinating staffs to ensure integration and synchronization of CAC functions and responsibilities by the MSOs and centers, schools, and activities.

**3-7. Command Sergeant Major.** The CSM provides advice and recommendations on individual Soldier training, Soldier morale and welfare matters, and NCO development to CG, CAC and the staff.

#### **3-8. Secretary of the General Staff.**

a. Mission. Provides administrative support to the CG, CAC and Fort Leavenworth, the CAC CofS, and the CAC CSM; processes actions through the CAC command group; and provides support to all MSOs, CAC aligned centers, schools, and activities. Serve as Headquarters Commandant.

b. Organization. The SGS consists of a directorate office and two sections: Staff Actions and Correspondence.

c. Responsibilities and functions. Serve as the principal assistant to the CofS in matters pertaining to the HQ CAC staff. The SGS responsibilities include:

(1) Receive, evaluate, assign, track, and report completion of all external staff actions from TRADOC and HQDA agencies and internal staff actions assigned by the CAC command group. Assist CAC G-3 in coordinating staff actions with subordinate organizations and tenant units.

(2) Review all evaluation reports of Soldiers and civilians rated by the CG, the CofS, or the CSM for correctness.

(3) Process and screen, for accuracy, all internal and external awards that require any command group signatures. Prepare and process all awards for the foreign liaison officers and their spouses.

(4) Serve as lead for the CAC staff procedures regulation and management of command policy letters. Manage the HQ CAC budget.



### **Section III**

#### **Commanding General, CAC Personal Staff**

##### **3-9. Command Chaplain.**

a. Mission. Ensure a professionally trained and ready Chaplain Ministry Team that provides religious, spiritual, moral, and ethical advice and services to the HQ CAC, tenant organizations, and members of the military community.

b. Organization. The Command Chaplain consists of a single office with support staff.

c. Responsibilities and functions.

(1) Supervise and ensure the administration of religious support across the spectrum of military missions within the CAC and personnel under the command authority of the CG, CAC.

(2) Provide spiritual and religious services to include family life ministry, chaplain instructors, pastoral care and counseling, and coordination and collaboration with Department of the Army (DA) and Department of Defense (DOD) chaplaincy.

(3) Provide spiritual strength and support including training and awareness for the Soldiers and families within HQ CAC and tenant organizations.

(4) Provide unit ministry teams and services within the USDB, CAC, Installation Management Agency (IMA), and tenant units.

(5) Provide for the free exercise of religion by Soldiers, their family members, DOD civilians and other authorized personnel in a single, seamless, joint chaplaincy system.

##### **3-10. Staff Judge Advocate.**

a. Mission. Provide professional legal advice and services to the CAC, tenant organizations, and members of the military community.

b. Organization. The SJA consists of a single office with support staff.

c. Responsibilities and functions.

(1) Supervise and support the administration of military justice and adverse administrative actions within the CAC and for those personnel under the jurisdiction of the CG, CAC.

(2) Provide legal assistance services to authorized individuals.

(3) Provide civil law support including acquisition law, ethics, labor law, and environmental law to HQ, CAC and tenant organizations.

- (4) Provide claims services to authorized individuals within the assigned geographic area.
- (5) Provide legal services within the USDB.

### **3-11. Inspector General.**

- a. Mission. Assesses and reports on the state of efficiency, economy, discipline, morale, training, and readiness within CAC to support CG, CAC.
- b. Organization. The IG consists of a single office with support staff.
- c. Responsibilities and functions.
  - (1) Coordinates inspection results with HQ CAC staff and other appropriate commands or agencies.
  - (2) Coordinates required IG actions with other appropriate major Army commands (MACOM), Department of the Army Inspector General and DOD IG.
  - (3) Perform follow-up inspections as needed.
  - (4) Provide IG support on an area support basis to tenant organizations as needed.
  - (5) Augment IG inspection teams as tasked.

## **Section IV**

### **Combined Arms Center Coordinating Staff**

#### **3-12. CAC G-1 and Human Resource Directorate.**

- a. Mission. Advise the CG, CAC on all matters concerning CAC personnel management. Serves as the CAC lead for all military personnel management issues and coordinates directly with TRADOC Deputy Chief of Staff for Personnel, Infrastructure, and Logistics and Human Resource Command (HRC) regarding officer and enlisted distribution systems, policies, and procedures. Coordinate with CAC MSOs, separate units, and the Adjutant General (AG) concerning personnel accountability and the processing of evaluations, awards, enlisted management and promotions, congressional actions, and casualty affairs.
- b. Organization. The CAC G-1 and Human Resource Directorate (HRD) consists of a HRD staff element and three divisions: Plans and Operations Administrative, Strength Management, and Personnel Actions. The CAC G-1 and HRD is supported by two satellite personnel service support liaison cells.

c. Responsibilities and functions.

(1) Coordinate personnel actions and strength management with HQ TRADOC and HRC on all Army personnel assigned to CAC.

(2) Manage CAC officer dynamic distribution system and associated officer requisition validations.

(3) Coordinate with Civilian Personnel Advisory Center to obtain accountability by activity for DA civilian employees assigned to CAC.

(4) Coordinate with CAC activities to maintain accountability of contractor and other Service assets assigned to CAC.

(5) Process requests for all personnel actions to include actions which affect strength management.

(6) Provide CAC personnel readiness information for TRADOC Status Report (TSR).

(7) Provide required data to support the HQDA Strategic Readiness System (SRS).

(8) Analyze and prepare central selection promotion and school lists for CG, CAC.

(9) Maintain local database of personnel information for military, civilian, and contractor personnel and validate information with DA databases and programs.

(10) Interpret personnel policy (AR 600-8 series) and develop CAC personnel management policy and procedures.

(11) Review, process, and track officer and NCO evaluation reports.

(12) Manage rating schemes for the HQ CAC staff, MSOs, and separate units. Monitor all award recommendations and evaluations for the command group and staff.

(13) Conduct statistical analysis of award recommendations and personnel evaluations.

(14) Manage installation Personnel Tempo Program and provide monthly status reports to CG, CAC.

(15) Manage miscellaneous command programs and coordinate with installation AG and garrison and IMA staffs to ensure proper lead responsibilities on behalf of the CG, CAC for those programs to include Combined Federal Campaign, Army Emergency Relief, Federal Voter Assistance Program, Risk Reduction Program, Personnel Asset Inventory Program, Well-Being Program, and DA and TRADOC awards.

(16) Conduct in- and out-processing for permanent party personnel to include scheduling appointments with AG and Defense Finance and Accounting Service.

(17) Review, process, and track permanent awards and badges.

(18) Manage the Command Sponsorship Program.

(19) Manage the Junior Enlisted Promotions Program.

(20) Serve as CAC lead for CGSC student in- and out-processing.

### **3-13. CAC G-2.**

a. Mission. Support the CG, CAC's intelligence requirements; assists with the incorporation or consideration of the COE into the CAC mission areas of battle command, doctrine, collective training, functional training, training support, leader development and education, and lessons learned; and maintains cognizance of the intelligence and threat environments in order to assess the threat to the installation and to Soldiers and civilians deploying outside continental United States (OCONUS) from Fort Leavenworth.

b. Organization. The CAC G-2 consists of four elements: Operations, Plans, Security Office, and Special Security Office.

c. Responsibilities and functions.

(1) The CAC lead for intelligence issues.

(2) Provides staff management for incorporation of COE issues into CAC mission areas. Recommends COE integration changes, determines how to measure the degree of success for COE implementation, and establishes a methodology of reporting this success to the CAC CofS and the CG, CAC.

(3) The CAC lead for threat assessment issues. Share pertinent international, national, regional, and local intelligence and law enforcement data among key players on the installation. Provide the chair for the Threat Working Group. Fuse national level intelligence reporting with state and regional law enforcement information as well as information received from all other sources. Produce a threat assessment for Fort Leavenworth, the surrounding area, and for Soldiers deploying OCONUS. Brief the installation and garrison commanders and their key personnel on the threat assessment.

(4) Assists post security agencies in the development of threat mitigation measures.

d. Functions of the Security Office. Perform the following functions for HQ CAC and tenant organizations of Fort Leavenworth.

(1) The CAC lead for the security of classified national security information as well as controlled unclassified information to include for official use only and sensitive but unclassified information. Develops security policies and advises the commander on all security matters.

(2) Provides staff management for matters related to the classification, downgrading, declassification, reproduction, and safeguarding of national security information.

(3) Conducts security and technical inspections of classified holdings at Fort Leavenworth.

(4) Provides staff management for correction of deficiencies to ensure compliance with security regulations and directives.

(5) The CAC lead for investigations of security violations of possible compromise of classified information.

(6) The CAC lead for inspecting, coordinating, and approving matters relating to the use of security equipment including containers, reproduction equipment, and destruction equipment.

(7) The CAC lead for establishing procedures for assuring that all persons handling classified material are properly cleared. Maintain a central database for recording clearances and for verification and conducting briefings and debriefings.

(8) The CAC lead for keeping records of cleared contractor facilities.

(9) The CAC lead for Foreign Disclosure Program. Monitor the release and disclosure of military information to foreign governments. Certify foreign liaison officers and personnel exchange officers to the CAC and Fort Leavenworth. Coordinate with HQDA Deputy CofS, G-2 and TRADOC Deputy Chief of Staff for Intelligence (DCSINT) on the staffing of foreign visitor requests.

e. Functions of the Special Security Office.

(1) The CAC lead for providing sensitive compartmented information (SCI) security and administrative support to CG, CAC; Ft Leavenworth; and to tenant units. Assist local Army National Guard (ARNG) and U.S. Army Reserve (USAR) units.

(2) The CAC lead for maintaining a sensitive compartmented information facility. Serves as CAC lead for the receipt, control, accountability, destruction, transmission and safeguarding of SCI material.

(3) The CAC lead for SCI security policies. Serve as adviser to the CG, CAC on SCI security matters. Provide advice and guidance on SCI classification, downgrading, sanitization, decompartmentation, and operational use. Ensure that SCI is appropriately disseminated to persons authorized access to the material involved and who have an established need-to-know. Coordinate between local elements and national agencies for SCI.

(4) The CAC lead for administration of SCI billets and personal access programs. Validates billet requirements. Nominate personnel for access to SCI programs to the appropriate military central adjudication facility (CAF). Indoctrinate, re-indoctrinate, and debrief personnel from access to SCI programs

(5) The CAC lead for updating and maintaining Joint Personnel Adjudication System SCI access portion of database. Sends, receives, and certifies SCI security clearances for supported personnel. Suspends SCI access as appropriate and reports derogatory information to CAF.

(6) The CAC lead for initiation of investigations of all SCI security violations.

(7) The CAC lead for development and presentation of SCI briefings (Black Book).

(8) The CAC lead for administration of the “Eyes Only” message or privacy communications system for assigned or visiting general and flag officers and civilian equivalents.

### **3-14. CAC G-3.**

a. Mission. Synchronize CAC responsibilities for battle command, doctrine, collective training, leader development, training support, functional training, and lessons learned. Provides staff management for the integration of programs, processes and initiatives among CAC agencies including the TPIO-BC, CAC-T, CADD, CGSC, CALL and the aligned centers, schools, and activities under direct authority of CAC. The CAC G-3 executes these duties in order to ensure timely and effective prioritization, direction, monitoring, and implementation of the CG, CAC’s intent. The CAC G-3 is the primary tasking authority for CAC.

b. Organization. The CAC G-3 consists of a front office element and three branches: Staff Coordination; Battle Command and Doctrine Coordination; and Leader Development, Lessons Learned, and Collective Training Coordination.

c. Responsibilities and functions.

(1) Functions of Staff Coordination Branch.

(a) Conduct staff action analysis, preparation, coordination, assignment, and tracking; coordinate and edit weekly CAC situation report to CG, TRADOC; and maintain CAC Master Calendar.

(b) Coordinate and prepare the CAC SRS report, TSR, and unit status reporting. Perform application administration of the ASAT database for Fort Leavenworth users.

(c) Execute CAC international Army programs to include foreign liaison officer contact officer functions; provide staff management of the Brigadier General Training Conference and foreign and senior U.S. military visit requests; and provide staff management of the CAC academic collaboration program.

(d) Coordinate and synchronize CAC Reserve Component (RC) issues including mobilization and reorganization as required; serve as the lead for TRADOC Regulation (TR) 10-5-4; and coordinate TRADOC Global War on Terrorism (GWOT) and Worldwide Individual Augmentee System tasking.

(2) Functions of Battle Command and Doctrine Branch.

(a) Analyze incoming actions and tasks related to battle command and doctrine; coordinate command interest actions with TPIO-BC and CADD; and conduct mission analysis, course of action development, and decision package development for CAC command group for assigned actions, projects, and programs as assigned.

(b) Synchronize and coordinate all projects associated with Army doctrine and battle command; coordinate force modernization and integration actions; and synchronize, coordinate, and monitor designated exercises and experimentation projects.

(c) Analyze and formulate CAC input to the Army Campaign Plan (ACP), Army Strategic Planning Guidance, and other Army-level planning and strategy documents; prepare, coordinate, and publish CAC command guidance and coordinate and facilitate CAC Semiannual Tribal Updates; plan, coordinate, write, and monitor the execution of the TRADOC Detainee Operations Plan to support the Army Detainee Operations Plan.

(3) Functions of Leader Development, Lessons Learned, and Collective Training Branch.

(a) Analyze incoming actions and tasks to subordinate action officers as they relate to leader development and collective training; coordinate command interest actions with CGSC and CAC-T; and conduct mission analysis, course of action development, and decision package development for CAC command group for assigned actions, projects, and programs.

(b) Lead for the planning, preparation, and conduct of the CAC systems after action review program; synchronize, coordinate, and monitor designated exercises and projects; and analyze and formulate CAC input to numerous projects and programs such as CBRNE, Every Soldier is a Sensor, and TRADOC- or HQDA-level conferences and general officer (GO) steering committees.

(c) Assist TRADOC DCSOPS&T with synchronization, coordination, and integration of all actions pertaining to the personnel management life cycle functions within the operations and IO career fields (CF). Assess the health of the CF through the life cycle functions and provide reports as required.

(d) Review DOTMLPF analysis to assess the impact across the operations and IO CFs; conduct branch and functional area reviews within the CF and coordinate changes and issues; and coordinate issues within the CF vertically and horizontally with other CF coordinators and MACOMs.

(e) Conduct staff management of operations and information operations CF resource data for the Program Objective Memorandum (POM) and unfinanced requirements submission, participate in Army Training and Leader Development Panel sessions, and publish operations and information operations CF updates as directed.

### **3-15. CAC G-6.**

a. Mission. The CAC lead for all matters concerning signal operations, automation management, network management, and information security. Manage the development, implementation, and compliance of command, control, communications, and computers (C4) system policies and standard operation procedures. Develops requirements, obtains resources, and monitors execution of garrison, installation, and strategic voice, data, and video communications in support of the CAC and MSOs.

b. Organization. The CAC G-6 consists of four elements: Office of the CAC G-6, Current Operations, Automation Systems Support Section, and audio-visual technician.

c. Responsibilities and functions.

(1) Plans, develops, and directs the integration, synchronization, and life cycle support of information technology hardware and software for HQ CAC.

(2) Advises and assists the CG, CAC and staff on all planning matters pertaining to C4 systems and garrison automation systems and standards within CAC and Fort Leavenworth.

(3) The CAC lead for developing and coordinating plans and procedures for communications architecture in the event of a natural or manmade disaster occurring at Fort Leavenworth.

(4) Monitors execution of communications support plans and provides feedback to CAC CofS, MSOs, and Fort Leavenworth Directorate of Information Management (DOIM) as required.

(5) Coordinates the availability of commercial information systems and services for military use with the DOIM.

(6) ICW the DOIM, establishes automation systems security for all automation software and hardware employed by HQ CAC.

(7) Reviews the design, installation, operation, integration, and maintenance of the HQ CAC local and wide area networks ICW the DOIM.

(8) Coordinates technical network support with the DOIM to meet the CG, CAC operational network requirements that extend the non-secure internet protocol router network and secure internet protocol router network.



**3-16. CAC G-7.**

a. Mission. Performs IO proponent (specified and personnel) responsibilities for the CG, CAC. Develops and documents all IO requirements for DOTMLPF domains; manages the eight personnel life cycle functions for Functional Area (FA) 30 IO officers; coordinates and teaches the FA 30 IO Qualification Course; and supports EW proponent activities.

b. Organization. The CAC G-7 consists of four divisions: IO Specified Proponent, IO Personnel Proponent, IO Training, and the EW Specified Proponent. These divisions assist and work in conjunction with the 1<sup>st</sup> IO Command (Leavenworth) detachment and the RC IO liaison officers (LNO).

c. Responsibilities and functions.

(1) Responsible for developing and documenting requirements for Army IO doctrine, (including TTPs). Support CADD in development of IO doctrine to include TTP.

(2) Determines organizational designs for IO structure through the force design update (FDU) process ICW the TRADOC FC (Force Design Division).

(3) Identifies gaps in IO capabilities and develops DOTMLPF solutions ICW TRADOC FC to resolve those gaps.

(4) Coordinates and advises other proponents, centers, and schools; HQ TRADOC; HQDA; and/or other Services concerning FA30 IO personnel capabilities, force design, structure, and manning.

(5) Responsible for the eight personnel life cycle management functions for IO in the Army.

(6) Establishes, maintains, and recommends changes to FA30 officer accession criteria and standards to HQDA Deputy CofS, G-1.

(7) Coordinates and teaches IO course(s) (such as the FA30 qualification course at Ft Leavenworth and FA30 mobile training team) for the Army.

(8) Integrates DOTMLPF requirements for EW.

**3-17. CAC G-8.**

a. Mission. Lead the integration of Army Modular Force conversion across TRADOC in support of Army transformation to ensure successful institutionalization of the Army's Modular Force. Lead the development of the BCKS to establish an Army-level knowledge management system to support Soldiers and leaders in the performance of their operational missions. Coordinates and manages Army Modular Force DOTMLPF requirements and efforts across CAC and TRADOC, including proponent efforts in implementing Army Modular Force

initiatives within doctrine, collective training, leader development, lessons learned and battle command. Identifies and reports Army Modular Force resource requirements and shortfalls; serves as a conduit between TRADOC and the Army Modular Force Coordination Cells of the converting units; manages the collection of lessons learned in converting units; and educates Army, other Service, civilian, and foreign audiences on the Army Modular Force.

b. Organization. The CAC G-8 consists of a Director's Office; the Deputy Director/Chief of Operations, for Army Modular Force; and Deputy Director, BCKS.

c. Responsibilities and functions.

(1) Coordinates and integrates Army Modular Force DOTMLPF requirements, synchronizes the modular force effort across CAC and TRADOC, and coordinates support for decision points in the ACP.

(2) Synchronize the CAC efforts for implementing the Army Modular Force (conversion or initiatives) within the areas of doctrine, collective training, leader development, training support, functional training, lessons learned, and battle command.

(3) Identifies TRADOC resource requirements and priorities to implement the Army Modular Force.

(4) Coordinates between TRADOC and the Army Modular Force Coordination Cells of converting units for DOTMLPF issues and assists TRADOC FC (Force Design Division) in integrating conversions into Army processes such as Total Army Analysis, FDU, Documentation Assistance Review Team, Force Feasibility Review, and table of organization and equipment development. Assist CAC strategic communications in the development of command information in support of modular conversion.

(5) Coordinates operational architecture requirements and changes with TRADOC FC (Architecture Integration and Management Directorate (AIMD)).

(6) Lead the development of the BCKS and coordination and integration of the Army level knowledge management system. ICW CALL, develop and facilitate L2I-CN as part of BCKS functional support to TRADOC and provide technical expertise and assistance to CALL and TRADOC users to ensure L2I-CN supports forums and essential L2I collaboration activities.

(7) Provide LNOs to HQ TRADOC and to TRADOC FC (Forward) for direct representation and coordination with HQDA, the Joint Staff, and other agencies on issues concerning Army Modular Force implementation.

### **3-18. Directorate of Resource Management.**

a. Mission. Support the CG, CAC; MSOs; and the centers, schools, and activities by formulating, allocating, administering, monitoring, and controlling the utilization of CAC and Ft Leavenworth resources to execute the CAC missions. Assist TRADOC DCSRM in the

validation and prioritization of requirements and the distribution of resources during the entire planning, programming, budgeting, and execution (PPBE) cycle. Principal adviser to CG, CAC for resource (finance, accounting, and manpower) issues.

b. Organization. The DRM consists of an administrative section and nine divisions: Management Analysis and Operations, Manpower and Force Analysis, Managerial Accounting, CGSC/TPIO/Intelligence Budget, CAC-Training Budget, Resource Systems, Travel Support, Customer Service, and Program Budget Analysis and Integration.

c. Responsibilities and functions.

(1) Provide all resource management support and services to facilitate the PPBE of the operating budgets and management of manpower documents for the CAC command group and MSOs. Assist and provide all aspects of resource management support, as directed, to the TRADOC centers and schools aligned with CAC and TRADOC tenant activities located on Fort Leavenworth.

(2) Receive, process, and analyze funding, travel, procurement, and personnel transaction documents; validate requirements; and certify funds.

(3) Manage the POM development and submission of resourcing requirements ICW the CAC MSOs and activities. Provide assistance to TRADOC centers and schools aligned with CAC in their POM development and submissions. Assist in development and review of TRADOC's POM and President's Budget submission to HQDA and TRADOC's guidance to schools for POM and Budget Estimate Submission.

(4) Provide expertise and technical support to the CAC staff and MSOs on the various resource models, resource and manpower databases, and management tools utilized by HQDA and TRADOC to generate resources and manpower. Conduct management studies, projects, and analyses to support senior CAC leadership decisions. Serve as the CAC Contract Advisory and Assistance Service Coordinator. Develop and maintain resource-related policies on behalf of the CG, CAC. Manage the Program Budget Advisory Committee process within CAC.

(5) Assist the TRADOC DCSRM in developing and validating the requirements required to execute the TRADOC mission; assist in providing operational impacts for requirements not validated; assist in the prioritization, allocation, distribution, and analysis of the received resources for the POM and budget year; assist in the development of TRADOC budget guidance; and participate in and prepare the CG, CAC for the TRADOC Mission Resource Board, Senior Resource Committee, and the Board of Directors meetings.

## **Section V**

### **Combined Arms Center Special Staff**

#### **3-19. CAC Strategic Communications and Military Review.**

a. Mission. The CAC lead for strategic communications to audiences of interest through the media and through activities that engage interest groups, opinion leaders, legislators, their staffs, and other key policy and resource providers. Provide staff management of CAC congressional actions and the CAC publication, Military Review. Coordinate STRATCOM activities with public affairs, CAC Executive Services, and the CAC command speechwriter. Assist TRADOC STRATCOM Office in the development of TRADOC and DA STRATCOM plans and products.

b. Organization. Consists of two offices: CAC STRATCOM and Military Review. CAC STRATCOM consists of an officer in charge and three elements: Congressional Action, Public Affairs Advisory, and Plans and Operations. Military Review consists of two sections: the English edition and Latin American edition.

c. Responsibilities and functions.

(1) Develop CAC STRATCOM plan IAW guidance provided by TRADOC STRATCOM and Public Affairs Offices, HQDA, Office of the Chief of Public Affairs, and CG, CAC guidance.

(2) Develop detailed STRATCOM engagement plans for selected individual events and activities.

(3) Provide information through appropriate channels to Congress and supporting congressional staff members.

(4) Advise the CG, CAC and CAC staff on the legislative process and develop and manage a CAC strategic legislative affairs plan.

(5) Assist Executive Services with preparation and execution of itineraries for members of Congress and their key staffers.

(6) Coordinate with public affairs and speechwriter to ensure themes and talking points are consonant.

(7) Assist with the preparation and execution of conferences, official social events, and ceremonies involving the CG, CAC and CAC CofS as directed.

(8) Provide editorial direction, select content, manage production, publish, and distribute the Military Review publications (English, Spanish, and Portuguese languages). Compile selected academic articles based on Army and CAC thematic priorities for dissemination to the Army.

(9) Create a long-term schedule of themes and develop articles which facilitate full discussion of emerging issues to assist the development of concepts and doctrine.

(10) Establish a network with other Services, other Army professional journals, and other agencies to improve mutual support. Review and refine operational procedures.

(11) Advance military art and science and facilitate accreditation by publishing student, faculty, and subject matter expert (SME) articles in Military Review.

(12) Serve as the Army point of contact at CAC for integration of emerging doctrine developed by the Army Public Affairs Center into leader development and training; advise on the integration of PA doctrine, training, leader development, and products into CGSC instruction and activities as desired; review and comment on all doctrinal publications that relate to or impact on PA and the global information environment; and provide PA counsel to the Executive Steering Committee.

### **3-20. Combat Studies Institute.**

a. Mission. Conduct and publish research on historical topics pertinent to the current doctrinal concerns of the Army IAW the TRADOC Historical Publications Plan, the Army Concept Strategy, and the TRADOC Doctrine Literature Master Plan; conduct historical instruction and battlefield staff rides; and operate the Frontier Army Museum (FAM).

b. Organization. Combat Studies Institute consists of a Director's Office, the CAC Military History Office, and five teams: Research and Publications (R&P), Staff Ride (SRT), Military History Instructional Support (MHIST), FAM, and Contemporary Operations Studies (COST). The CSI Deputy Director also serves as the CAC Command Historian.

c. Functions of the R&P Team.

(1) Conduct original interpretive research on historical topics pertinent to the current doctrinal concerns.

(2) Publish and distribute the results of the research in a variety of useful formats.

(3) Conduct the TRADOC Historical Symposium series.

(4) Assist TRADOC Historian Office with implementation, maintenance, and coordination of an integrated program of military history publication in TRADOC.

(5) Conduct an oral history interview program to create a historical archive of the first-person operational experiences of students and faculty rotating through Fort Leavenworth.

d. Functions of the SRT.

(1) Develop, maintain, and perform staff rides as an educational tool for CGSC and the Army at large.

(2) Provide information and guidance to Army units and agencies on how to conduct staff rides for the purpose of educating leaders.

(3) Research and develop new staff ride handbooks for the benefit of TRADOC schools and Army units and agencies worldwide.

(4) Provide briefings and instruction to TRADOC schools, training agencies, and other Army organizations on the Leavenworth-developed doctrinal model of staff riding.

e. Functions of the MHIST.

(1) Assist TRADOC Historian Office with implementation, maintenance, and coordination of an integrated progressive program of military history instruction in the TRADOC school system.

(2) Prepare and teach the Military History Instructors Course to initial entry, pre-commissioning, basic course, advanced course, and intermediate level education (ILE) instructors.

(3) Assist the TRADOC Command Historian with the Military History Evaluation Program.

(4) Maintain and facilitate a Field Historian's Course to qualify Army personnel for the 5X Military Historian Additional Skill Identifier.

f. Functions of the FAM.

(1) Operate and maintain the museum and artifact collection.

(2) Provide a member of the Garrison Memorials and Dedications Board and provide historical services to that board as necessary.

(3) Provide support for Soldier and leader training conducted at Fort Leavenworth.

g. Functions of the COST. Research, write, and publish historical studies of recent Army operations to provide a first cut history as part of telling the Army story.

h. Functions of CAC Military History Office.

(1) Research, chronicle, analyze, and publish the activities and accomplishments of the CAC and Fort Leavenworth within an historical context.

(2) Provide accurate historical information, research, and analysis to support the CG, CAC and his staff in their missions of leader development, professional military education, training, and doctrine.

- (3) Prepare the Annual Command History.
- (4) Maintain historical collections, including end of tour interviews with key personnel.
- (5) Respond to historical inquiries in support of the Fort Leavenworth Garrison Commander and the public at large.
- (6) Provide a member of the Garrison Memorials and Dedications Board and provide historical services as required.
- (7) Provide technical advice to the Army Family Member Oral History Project.

### **3-21. Quality Assurance Office.**

a. Mission. Conducts systematic and continuous assessments and provides feedback on institutional leader development through accrediting of Army PME and the Army CTC Program.

b. Organization. The CAC QAO consists of a director's element and four teams: Noncommissioned Officer Education System (NCOES) with support from the USASMA, Proponent Functions and Army Civilian Training and Education Development System, Warrant Officer Education System (WOES) (located at the WOCC), and the CTC Accreditation Team (located in CAC-T).

c. Responsibilities and functions.

(1) Develop and execute a PME accreditation master evaluation plan covering a five-year period.

(2) Provide staff management for USASMA accreditation of Primary Leadership Development Course (PLDC) and accreditation of proponent execution of the NCOES common core in NCO training courses.

(3) Provide staff management for WOCC accreditation and proponent execution of that common core in WOES.

(4) Provide staff management for proponent school accreditation of PME in The Army School System (TASS) training BNs.

(5) Provides a voting member of the TRADOC Quality Assurance Accreditation Coordination Council.

(6) Coordinates with TRADOC Deputy Chief of Staff for Operations and training (DCSOPS&T) Quality Assurance Division on program management, policy, and guidance to include accreditation standards, criteria, guides, and job aids.

(7) Coordinates with HQ, TRADOC staff, HQ CAC staff, CTC operations groups, and proponents to provide SMEs to the USAAC IMT, CAC PME, and CTC accreditation teams as required.

(8) Coordinates with WOCC to provide SMEs on all warrant officer training and education.

(9) Coordinates with USASMA to provides SMEs on all NCO training and education and to assist CAC QAO in accrediting Proponent Phase II (branch technical, tactical, and functional) of basic and advanced NCO courses.

(10) Coordinates with CALL leadership to provide SMEs on PME – Officer Education System (OES), WOES, NCOES, and common core strategies. Monitor L2I activities across the TRADOC schoolhouses through the L2I-CN. Monitor L2I efforts and assist as appropriate. Assist CALL in preparation of L2I progress reports.

(11) Coordinates with Combat Training Center Directorate (CTCD), CAC-T, to develop and implement the CTC accreditation program to include standards, criteria, and methodology.

### **3-22. Safety Office.**

a. Mission. Advise CG, CAC on safety and occupational health issues and provide staff management of safety policy and procedures for integrating safety and occupational health (SOH) and risk management at Fort Leavenworth. Provide safety staff management for operations of USDB. Coordinate with Fort Leavenworth Safety Office for resolution of Fort Leavenworth safety issues.

b. Organization. The Safety Office consists of a single office.

c. Responsibilities and functions.

(1) Serve as CG, CAC's SOH and health and risk adviser, technical consultant, accident prevention policy and program developer, performance monitor, and lead for CAC SOH matters as they apply to Fort Leavenworth programs, personnel, property, and equipment.

(2) Manage HQ CAC's safety program which includes safety education, training, and promotion activities; accident investigation, reporting, and recordkeeping; hazard analysis; and countermeasure development.

(3) Provide analyses of CGSC programs of instruction to ensure inclusion of risk management.

(4) Provide analyses of accreditation and certification assessment criteria for inclusion of risk management within CAC-T programs.



(5) Assist TPIO-BC through integration of safety and risk management into battle command DOTMLPF requirements; review, assess, and validate NET requirements; and review requirements and JCIDS capability documents. Review system training plans for risk assessment.

(6) Review CADD-authored doctrinal publications for inclusion of risk management principles.

(7) Provide technical assistance in analysis and preparation of risk management plans for training, operations, and events conducted at Fort Leavenworth. Provide recommendations to staff and CAC MSOs on assessments for all high risk operations and training to reduce risk.

(8) Provide risk management training for Fort Leavenworth personnel and provide on-site inspection of Fort Leavenworth facilities, equipment, and operations.

### **3-23. Executive Services.**

a. Mission. Headquarters CAC lead for all protocol matters and for providing protocol service to the CG, CAC; and his distinguished visitors. Provide advisory and protocol assistance in support of the HQ CAC senior staff, installation, and tenant organizations.

b. Organization. Executive Services consists of a Director's Office and two branches: Operations and Protocol.

c. Responsibilities and functions.

(1) Serves as the SME on all protocol missions within HQ CAC and provides direct advisory and support services to the CG, CAC.

(2) Provides staff management of the planning, coordination, and execution of a variety of official social requirements associated with conferences, events, and briefings which involve distinguished visitors and the HQ CAC command group.

(3) Directs the planning, organization, and execution of itineraries for all distinguished visitors.

(4) Manages the scheduling and synchronization of all billeting within the distinguished visitor suites.

(5) Assures the synchronization of operational and protocol requirements for all events that involve the CG, CAC. Also assists those organizations that represent the CG, CAC in the execution of events and ceremonies.

(6) Monitors expenditures for property and maintains records regarding CG, CAC discretionary and entertainment funds.

(7) Writes protocol policies and is the HQ CAC SME for social and protocol matters and responds to questions from HQ CAC activity directors and officials as required.

(8) Researches literature and coordinates with the TRADOC and HQDA protocol offices and the Institute of Heraldry to ascertain the most appropriate answers to questions where there is no clear guidance or precedent.

(9) Provides advice and assistance concerning military protocol to the civilian community.

### **3-24. Special Troops Battalion.**

a. Mission. Execute Soldier support, military justice, training, readiness, logistics, administration, and other functions to enhance the senior mission and garrison commander's ability to accomplish their missions.

b. Organization. Consists of all personnel assigned to HHC, CAC and Ft Leavenworth; Headquarters, Headquarters Detachment (HHD), IMA; and the 500th Military Police (MP) Detachment.

c. Responsibilities and functions.

(1) Provide command and control, administration, training, and Uniform Code of Military Justice (UCMJ) support for assigned and attached units.

(2) Provide trained and ready Soldiers to CAC MSOs and Ft Leavenworth tenant organizations.

(3) Implement programs to ensure Soldier readiness and professional development.

(4) Integrate and synchronize Soldier support to installation ceremonies and special activities.

(5) Perform soldier support (reenlistment, training support, and promotion authority) functions for HHD and Battle Command Training Program (BCTP).

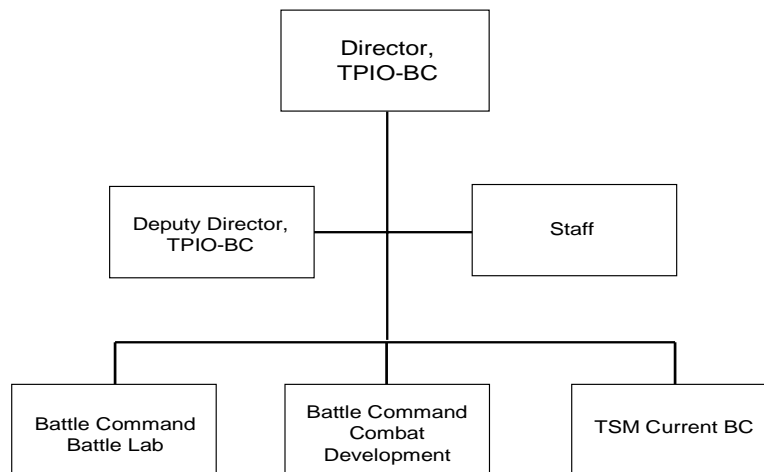
---

## **CHAPTER 4**

### **TRADOC Program Integration Office-Battle Command**

**4-1. Mission of TPIO-BC.** Assist the TRADOC FC by developing concepts, identifying gaps, and proposing DOTMLPF solutions to field battle command capabilities to the force. ICW TRADOC FC, develop and integrate systems, functions, and procedures for A2C2; develop and document headquarters designs and operational architectures for HHCs of division and above echelons; and, integrates and standardizes command posts.

**4-2. Organization of TPIO-BC.** The TPIO-BC consists of three subordinate activities: Battle Command Battle Lab (BCBL), Battle Command Combat Developments (BCCD), and TRADOC Systems Manager (TSM) Current Battle Command (TSM Current BC) ([see fig 4-1](#)).



**Figure 4-1. TRADOC Program Integration Office-Battle Command**

#### **4-3. Responsibilities and functions of TPIO-BC.**

- a. Manage and integrate current battle command DOTMLPF domains and migrates components into a fully integrated system.
- b. Assist the TRADOC FC by writing the command functional concept and reviewing other appropriate battle command DOTMLPF documents and procedures to ensure issues are properly addressed.
- c. Develop and execute battle command-related experiments IAW the ACDEP and monitors S&T development for potential Army use.
- d. Define near-term battle command capabilities to meet requirements of the force ICW the TRADOC FC.
- e. Define and document a future force battle command system that will be commander centric and provide JIM interoperability ICW the TRADOC FC.
- f. Define, standardize, and integrate command post capabilities.
- g. Provide the chair or representative to integrated concept teams and integrated product teams (IPT). Supports analysis of alternatives (AoA) as required.

#### **4-4. Battle Command Battle Lab.**

- a. Mission. Integrate the development of future battle command concepts and the application of evolving technology to improve the warfighting effectiveness of commanders and staffs.

b. Organization. The BCBL consists of four branches: Experimentation; Concepts, Studies and Analysis; Experimentation, Information Tech Support, and Science and Technology.

c. Responsibilities and functions.

(1) Coordinates, plans, and performs experiments as directed by the ACDEP and associated guidance by the CG, CAC; the Deputy Director, BCBL; and other proponents by request.

(2) Teams with combat developers, training developers, materiel developers, sponsors, industry, and other battle labs for conduct of warfighting experiments to ensure efficient use of resources, proper analysis techniques, and that battle lab experiments are complementary and synchronized with ACDEP. Conduct experimentation to support the development of new Army, joint, and multinational concepts.

(3) Provides opportunities to streamline and improve battle command requirements determination by teaming with proponents to identify successful experimentation and by teaming with Army Test and Evaluation Command (ATEC) to maximize the use of experimentation data during acquisition evaluations.

(4) Coordinates with the TRADOC FC, the Army S&T and acquisition communities, and the sponsoring combatant commander on battle command experiments, exercises, and demonstrations to incorporate future technologies within TPIO-BC.

(5) Identifies and submits battle lab M&S requirements IAW the TRADOC FC (Simulations Division) priorities and procedures.

(6) Represents TPIO-BC in integrated capability development teams for battle command concept and CCP development and warfighting DOTMLPF capabilities development.

(7) Assists in the development of battle command white papers and functional concepts and conducts experiments to provide supporting data for these concepts.

(8) Reviews and provides input to battle command concepts.

(9) Performs JCIDS analysis of battle command concepts.

#### **4-5. Battle Command Combat Development.**

a. Mission. Responsible to develop battle command architectures and DOTMLPF requirements for the force; and integration with JIM systems.

b. Organization. The BCCD consists of four branches: Futures Operational Architecture and Requirements, Current Operational Architecture and Requirements, A2C2, and Joint Interagency Multinational.

c. Responsibilities and functions.

- (1) Serve as the CAC lead for executing A2C2 responsibilities.
- (2) Serve as the CAC lead for development of operational architectures and organizational designs of headquarters for division and above echelons ICW TRADOC FC.
- (3) Serve as the lead for development of a battle command system for the force ICW TRADOC FC.
- (4) Perform those capabilities development actions associated with the JCIDS process as assigned by TRADOC FC.
- (5) Serve as the lead to coordinate with the Software Blocking (SWB) Committee and TRADOC FC on battle command functional tasks and requirements required for the SWB effort.
- (6) Assess multinational programs and recommend programmatic action to the Army Multinational Interoperability Board.
- (7) Identify, document, and present Army multinational capabilities and requirements to the Multinational Information Sharing Program's Requirements Working Group.
- (8) Provide the Chair to the Multinational Interoperability Working Group within the Army's WMA Integration Working Group/Battle Command Migration to identify, document, and present multinational capabilities and requirements for future system multinational interoperability.
- (9) Coordinate with TRADOC centers and schools and other Service organizations to ensure A2C2 requirements are implemented in DOTMLPF areas.

**4-6. TRADOC System Manager Current Battle Command.**

a. Mission. Manage the integration and development of the Global Command and Control System–Army/Maneuver Control System (GCCS-A/MCS). Monitor current force battle command developmental activities and provide centralized management for integration of the ABCS and its component systems. Perform TSM functions for Army Airborne Command and Control System (A2C2S), Standard Integrated Command Post System (SICPS), and Mounted Battle Command On-the-Move (MBCOTM) and develop and integrate requirements for command post facilities. Manage the integration and development of Command Post of the Future (CPOF). Manage and integrate BC capabilities at BN and below.

b. Organization. The TSM Current BC consists of four branches: Command Post of the Future, Command Posts, ABCS Integration, and GCCS-A/MCS.

c. Responsibilities and functions.

(1) Monitor and synchronize the overarching battle command system-of-systems integration efforts for ABCS and BN and below battle command.

(2) Serve as the TRADOC user representative for Global Command and Control System Army SICPS, MBCOTM, A2C2S, CPOF, maneuver control system, and Joint Tactical Common Operating Picture Workstation. Propose refinement of system requirements in the capability development document (CDD) and capability production document (CPD) for these systems.

(3) Serve as lead for integration and standardization to ensure the command post designs include associated communications, shelters, ABCS systems, displays, local area networks, and command post power requirements.

(4) Provide staff management to efforts that support the directed fielding of an ABCS “good enough” capability to the entire Army.

(5) Provide a representative to all IPTs, design reviews, program reviews, and in-process reviews for assigned systems, warfighting assessments, field exercises, and experiments.

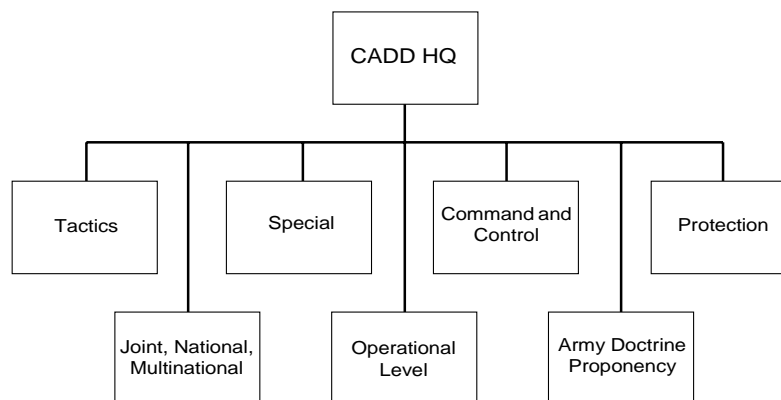
(6) Coordinate operational architecture issues with TRADOC FC (AIMD).

## CHAPTER 5

### Combined Arms Doctrine Directorate

**5-1. Mission of CADD.** Execute CAC lead responsibilities for doctrine. Develops (researches, writes, coordinates, and produces) Army doctrine for specified proponent areas; performs doctrine integration for Army doctrine to include ensuring Army doctrine is consistent with joint, multi-Service, and multinational doctrine (including doctrine developed by non-TRADOC proponents); and develops, coordinates, and recommends doctrinal policy and guidance ICW TRADOC FC.

**5-2. Organization of CADD.** Consists of seven divisions: Tactics; Special; Command and Control; Protection; Joint, National, Multinational; Operational Level; and Army Doctrine Proponency (see fig 5-1).



**Figure 5-1. Combined Arms Doctrine Directorate**

### 5-3. Responsibilities and functions of CADD.

a. Performs overall management, integration, and quality control of Army doctrine; integrates Army doctrine vertically and horizontally within the Army; integrates Army doctrine with joint and multinational doctrine; represents the Army in multinational doctrine committees; and performs other doctrine-related tasks.

b. Lead for the following Army doctrine areas:

**Table 5-1**  
**CAC lead doctrine areas**

Army Universal Task List (FM 7-15)	Army Airspace Command and Control (FM 3-52)	Battlefield Surveillance Brigade
Cold Weather Operations (FM 3-97.11)	Combined Arms Brigade (FM 3-90.3)	Combined Arms Doctrine
Command and Control	Command Post Operations TTP (FM 6-0.6)	Protection (FM 3-10)
Information Operations (FM 3-13)	Intelligence, Surveillance and Reconnaissance (ISR) (FM 3-55)	Leadership (FM 6-22)
Mountain Operations (FM 3-97.6)	Multinational Operations (FM 3-16)	Nuclear Operations (FM 3-12)
Operations (FM 3-0)	Operational Terms and Graphics (FM 1-02)	Personnel Recovery (FM 3-50.1)
Planning and Orders Production (FM 5-0)	Report & Message Formats (FM 6-99.2)	
Stability and Support Operations (FM 3-07)	Tactics (FM 3-90)	Urban Operations (FM 3-06)
Division Operations and MTP (FM 3-91)	Theater Army Operations and MTP (FM 3-93)	

c. Assists CAC-T, Collective Training Directorate (CTD) by preparing division and corps mission training plans (MTP).

d. Lead for combined arms concept development for TRADOC FC-coordinated programs.

e. Perform overall management, integration, and quality control of Army doctrine. To accomplish this, CADD has the following responsibilities:

(1) Prepares memorandums of agreement with MACOMs in areas related to doctrine for CG, CAC's signature.

(2) Advises CG, CAC on appointments of unassigned doctrine leads.

(3) Recommends program directives for approval to CG, CAC and coordinates on program directives for publications prepared by non-TRADOC agencies.

(4) Recommends approval to CG, CAC for all doctrinal publications except those specifically retained by the Chief of Staff, U.S. Army or CG, TRADOC. Supports doctrine review and approval groups for those manuals for which CG, CAC retains approval authority.

(5) ICW TRADOC FC (JADD), develops, coordinates, and recommends TRADOC policy for TR 25-30 and TR 25-36.

(6) Approves requests for exceptions to TRADOC Doctrinal Literature Program policy and recommends approval for exceptions to Army policy, through HQ TRADOC, to the Administrative Assistant to the Secretary of the Army.

(7) Provides input on portions of TR 25-30 affecting Army doctrine. TRADOC FC (JADD) maintains, coordinates changes to, and publishes TR 25-30.

(8) When the U.S. is assigned as custodian, writes multinational doctrine in areas for which CG, CAC is the doctrine lead for the equivalent U.S. Army doctrine.

(9) Maintains the Army Universal Task List (AUTL) ASAT/Army Training Information Architecture – Migrated (ATIA-M) database and ensures continued integration of the AUTL and Universal Joint Task List (UJTL).

(10) Serve as TRADOC sole signature authority for DA Forms 260 to request publishing of Army doctrine publications.

(11) Develops, recommends, obtains approval, and publishes the CG, TRADOC fiscal year doctrine development priorities.

(12) ICW the TRADOC FC (JADD), maintains the Doctrine Literature Master Plan.

f. Integrate Army doctrine vertically and horizontally within the Army by accomplishing the following:

(1) Manages the Army doctrine hierarchy including assigning publications to a category and assigning publication numbers.

(2) Ensures lower-tier publications are consistent with higher tier publications.

(3) Ensures all publications use the terms and symbols in Field Manual (FM) 1-02.

g. Integrates Army doctrine with joint doctrine by accomplishing the following:

(1) Ensures Army doctrine is consistent with joint doctrine as applicable.

(2) Reviews joint doctrine ICW the TRADOC FC (JADD) to identify areas of concern and consistency with Army doctrine.



(3) Reviews Air-Land-Sea Applications Center-prepared publications to ensure consistency with other Army doctrine.

(4) Provides the command representative for CAC to the joint doctrine forums.

h. Integrate Army doctrine with multinational doctrine by reviewing selected multinational doctrine to identify areas of concern and consideration for inclusion in U.S. doctrine ICW the TRADOC FC (JADD).

i. Represents the Army in multinational doctrine committees as follows:

(1) Provides the U.S. Head of Delegation to the North Atlantic Treaty Organization (NATO) Land Operations Working Group.

(2) Provides senior U.S. member to the American, British, Canadian, and Australian (ABCA) Command Capabilities Group.

(3) Provides representatives to other multinational doctrine forums addressing areas or publications for which CG, CAC has U.S. Army lead responsibilities.

j. Performs the following additional tasks:

(1) Provides administrative assistance to the HQ TRADOC DCSINT Opposing Force(s) (OPFOR) and Threat Integration Directorate in the preparation of OPFOR manuals.

(2) Writes joint, multi-Service, and multinational doctrine ICW the TRADOC FC (JADD).

(3) Provides SME support for international and Service warfighter talks ICW the TRADOC FC (JADD).

(4) Serves as the Army doctrine lead for protection in battlefield nuclear warfare.

(5) Manages the DePuy Award Program for CGSC.

#### **5-4. Common duties for doctrine development divisions.**

a. Analyzes, reviews, and evaluates existing Army and joint doctrine to determine new doctrine requirements for assigned subjects.

b. Maintains extensive and continuous working knowledge of current Army and related joint doctrine; worldwide military, political, and technological projections; operations; potential threats; other present and future operational requirements, plans, and capabilities; and lessons learned from exercises and operations related to their assigned subjects.

c. Engages the active Army and reserve components, joint community, other governmental agencies, and multinational military organizations on assigned subject areas.

d. Provides subject matter expertise in assigned subjects to other Army organizations and provides Army representatives to joint and multinational forums.

#### **5-5. Tactics Division.**

a. Develops the following doctrinal manuals: FM 3-90, FM 3-91, FM 3-92, FM 3-93, FM 7-15, FM 3-50.1, FM 3-90.100, and corps and division MTPs.

b. Integrates AUTL and UJTL task areas in the ASAT/ATIA-M database.

#### **5-6. Protection Division.**

a. Executes CAC's lead responsibilities for protection.

b. Develops the following publications: Joint Publication (JP) 3-10 and FM 3-10.

c. Provides representatives for working groups involving protection as appropriate.

d. Provides protection doctrine SME augmentation to BCTP and CALL as appropriate. Reviews all regulations, instructions, and doctrinal material referencing protection or the elements contained in the definition of protection.

#### **5-7. Joint and Multinational Division.**

a. Develops and maintains the following doctrinal manuals: FM 1-02 and FM 3-16. Integrates FM 1-01 with joint doctrine.

b. Prepares the following multinational doctrinal publications: ABCA Coalition Operations Handbook, NATO Handbook for Coalition Operations, NATO Allied Procedural Publication (APP)-6/standardization agreement (STANAG) 2019, NATO Allied Administrative Publication-39/STANAG 2248, NATO STANAG 2014, and ABCA Quadripartite Standardization Agreement.

c. Provides Army representative in joint and multinational (primarily NATO and ABCA) force compatibility forums to include a role in managing elements of these programs.

d. Provides representatives to the following organizations: Symbology Standardization Management Committee, NATO Land Operations Working Group and associated panels, NATO Information Exchange Requirements Harmonization Working Group and associated panels, NATO Terminology Conference, and Allied Joint Operational Doctrine Working Group and associated panels. Provide senior U.S. member to the ABCA Capabilities Group Command.

e. Coordinates, hosts, and conducts in the International Doctrine Symposium and in NATO and ABCA meetings when the U.S. is the host nation.

f. Provides representative to ABCA exercises and seminars. Coordinates, prepares, and presents official Army positions on terminology and symbology in Army, joint, and multinational forums.

#### **5-8. Operational-level Division.**

- a. Develops the following doctrinal manuals: FM 1, FM 3-0, FM 3-93, and FM 3-90.15.
- b. Provides the Army representative in conferences and forums relating to operational-level doctrine development.
- c. Authors, revises, and maintains Army publications concerning operational-level doctrine.
- d. Ensures that Army operational-level doctrine is fully integrated with its joint counterpart manuals.
- e. Provides input on CBRNE doctrine efforts including, but not limited to, Obscuration Integrated Concept Team, Nuclear, Biological, and Chemical Reconnaissance Platoon/Reconnaissance Detachment, Installation CBRNE Preparedness Working Group, and Homeland Security Working Group. The CAC lead for chemical doctrine.
- f. Provides doctrine SME augmentation to BCTP Team D as required.
- g. Provides doctrine SME support to CALL as required.

#### **5-9. Army Doctrine Proponency Division.**

- a. Edit, lay out, and produce draft and final (electronic file) doctrinal publications prepared by CADD authors.
- b. Provides editing support to other CAC agencies on Fort Leavenworth as required.
- c. Exercises quality control for style and format over publications prepared by TRADOC centers and schools and non-TRADOC leads to ensure that publications prepared by all centers and schools meet Army and TRADOC standards.
- d. Edits and rewrites draft doctrinal publications, studies, and articles prepared by the CADD authors to meet Army and TRADOC standards.
- e. Receives doctrinal input from TRADOC centers and schools and posts on doctrine web site for consideration by the doctrine community ICW TRADOC FC.
- f. Coordinates CADD review of draft publications prepared by other proponents.
- g. Processes DA Forms 260 that proponents send to CADD for approval or coordination.

### **5-10. Command and Control Division.**

- a. Author, revise, and maintain Army publications concerning command and control doctrine (including leadership). Ensure Army command and control doctrine is fully integrated with joint counterpart manuals.
- b. Develops the following doctrinal manuals: FM 3-12, FM 3-13, FM 3-52, FM 5-0, FM 6-0, FM 6-0.6, FM 6-22, FM 6-22.5, and FM 6-99.2.
- c. Prepares Allied Joint Publication 3.2.1, APP 6, ABCA Coalition Operations Handbook, and STANAG 2014.
- d. Provides doctrine SME augmentation to BCTP Team D as required.
- e. Provides a representative to ABCA exercises and seminars. Coordinates, prepares, and presents official Army positions on command and control in Army, joint, and multinational forums.

### **5-11. Special Division.**

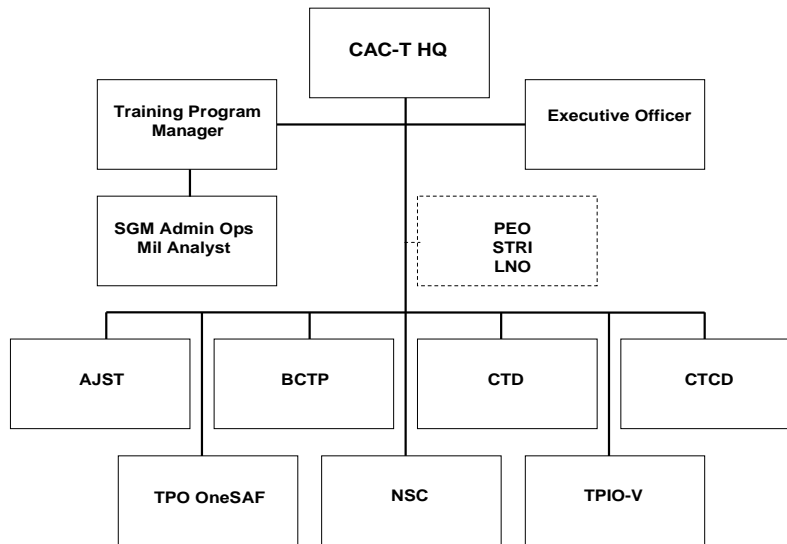
- a. Author, revise, and maintain Army publications concerning doctrine in special environments and doctrine not addressed by the other divisions. Ensure that this doctrine is fully integrated with joint counterpart manuals.
  - b. Develops the following doctrinal manuals: FM 3-06, FM 3-07, FM 3-07.22, FM 3-50, FM 3-55, and FM 3-97.11.
  - c. Provides doctrine SME augmentation to BCTP Team D as required.
- 

## **Chapter 6**

### **Combined Arms Center–Training**

**6-1. Mission of CAC-T.** Responsible for the development, resourcing, and integration of the Army's combined arms training efforts and programs to train units and leaders to conduct the full range of military operations in the COE. CAC-T identifies, gathers, and supports the field's training requirements. Support the ACP with a primary focus on supporting the force's readiness and leader development requirements. Support implementation of Office of the Secretary of Defense Strategic Plan for Transforming DOD Training and the Training Transformation (T2) Implementation Plan.

**6-2. Organization of CAC-T.** The CAC-T consists of one command and six directorates. The command is BCTP. The directorates are: CTCD, Collective Training (CTD), National Simulation Center (NSC), Army Joint Support Team (AJST), TRADOC Program Integration Office-Virtual (TPIO-V), and TRADOC Program Office One Semi-Automated Forces (TPO OneSAF) ([see fig 6-1](#)).



**Figure 6-1. Combined Arms Center–Training**

### **6-3. Responsibilities and functions of CAC-T.**

- a. Executes the BCTP.
- b. Manages the Army CTC Program.
- c. Integrates the DOD and Army LVC TE.
- d. Manages the Army support for joint air-ground operations training.
- e. Manages the training development and integration for battle command and battle staff in Army training domains of operational, institutional, and self-development.
- f. Serves as the combat developer of constructive and virtual training environments for the Army.
- g. Coordinates the overlap between the domains of collective-unit-operational and institutional-individual-individual self development to include distance learning (DL) and advanced distributed learning (ADL), as defined by DOD T2 policy and guidance.
- h. Provides the co-chair to the CTC and Homestation/Deployed Councils of Colonels and the chair to the Live Virtual Constructive Training Environment Periodic Review under HQDA Deputy CofS, G-3/5/7's TLGOSC.

### **6-4. Battle Command Training Program.**

- a. Mission. Supports realistic, stressful unit training and leader development for operational- and tactical-level commanders and supports contingency operations worldwide. BCTP provides a training environment that reflects full spectrum JIM operations in the COE.

b. Organization. The BCTP consists of a headquarters, four operations groups (OPSGP), and the World Class Opposing Force (WCOPFOR).

c. Responsibilities and functions.

(1) Conduct divisional equivalent rotations for corps and divisions (OPSGPs A and B). Conduct a BCTP rotation for each active division and corps commander and each ARNG division commander during their command. The frequency and nature of rotations are determined by U.S. Forces Command (FORSCOM) and may change based on operational requirements and impacts of the Army Modular Force.

(2) Conducts BDE battle command battle staff training (BCBST) rotations for active and ARNG BDEs (OPSGP C). Provides BDE warfighter exercises (WFX) to ARNG BDEs. Provide a BCBST rotation to each Stryker Brigade (BDE) Combat Team (SBCT) during its certification process. The frequency and nature of rotations are determined by FORSCOM and may change based on operational requirements and impacts of the Army Modular Force.

(3) Conducts joint forces land component command (Army), Army forces (ARFOR), and Army service component command (ASCC) rotations (OPSGP D). The frequency and nature of rotations are determined by FORSCOM and may change based on operational requirements and impacts of the Army Modular Force.

(4) Provides training assistance for Army corps and division HQs designated as an ARFOR or ASCC.

(5) The BCTP provides staff assistance visits to units in theater after they have completed mission rehearsal exercises (MRX) to keep up to date on present conditions.

(6) Provides a dynamic COE and doctrine-based OPFOR that portrays full spectrum operations ICW TRADOC DCSINT.

(7) Provides input to doctrine centers from lessons learned in WFXs. Maintain warfighting doctrine proficiency at the joint, operational, and tactical levels.

(8) Incorporates CTC rigor into BCTP exercises. Maintain the flexibility to tailor exercise design to meet the commander's training objectives.

d. Functions of OPSGPs A and B. The OPSGP A and B conduct corps and division BCTP rotations to include deployment training for active component corps and divisions. Each OPSGP can execute a division WFX independently but must combine to conduct a corps WFX.

e. Functions of OPSGP C. The OPSG C conducts BCBST rotations for BDEs. The OPSG C is also responsible for the Observer Trainer Academy which trains Active Component (AC) and RC observer trainers in the simulation BDEs of the five training support divisions.

f. Functions of OPSGP D. The OPSG D supports continental United States and OCONUS Army component readiness with priority of support to ASCC and ARFOR training IAW combatant commanders approved Joint Mission Essential Task List.

g. Functions of WCOPFOR. The WCOPFOR supports the exercises of OPSGPs A, B, and D and provides exercise unit commanders a free play, organizationally and doctrinally realistic opposing force that fights to win. Operations Group C has its own organic WCOPFOR.

## **6-5. National Simulation Center.**

a. Mission. Provide the Army with state-of-the-art simulations and simulators to support training exercises and military operations enabling the Army to execute operations across the full spectrum of operations.

b. Organization. The NSC consists of a headquarters element and five directorates: Operations, Constructive, Futures Integration (FID), Logistics Exercises and Simulations (LESF), and Programs (PD).

c. Responsibilities and functions.

(1) Serves as TPIO-LVC TE integrating the requirements of the TPIO-Live, TPIO-V, and TPIO-Constructive in conjunction with TPIO-BC and TPIO-Terrain Data. Synchronize with Program Executive Officer Simulation, Training, and Instrumentation (PEO STRI) to create a realistic training environment that replicates current and future operational environments. The live, virtual, constructive integrated architecture (LVC-IA) development process is managed by the LVC Steering Committee co-chaired by the CG, CAC and the HQDA DEPUTY COFS, G-3/5/7.

(2) Executes TEMO responsibilities to assist HQDA Deputy CofS, G-3/5/7 (Training Simulations Division); CG, TRADOC; and CG, CAC (TEMO domain agent) to manage the TEMO domain.

(3) Assists HQDA Deputy CofS, G-3/5/7 (Training Simulations Division) through CG, TRADOC and CG, CAC in resourcing battle command training support requirements. Assists HQDA Deputy CofS, G-3/5/7 (Collective Training Division) in the coordination of simulation-related management decision packages including those that resource battle command training capabilities and battle simulation centers for the operational and institutional environments. Management efforts are coordinated, as required, with HQ CAC and HQ TRADOC.

(4) Provides SMEs and on-site technical support to the operational, institutional, and deployed training environments during simulation exercises to include Joint National Training Capability (JNTC) and MRX to ensure that all events are conducted to appropriate standards.

(5) Coordinates and provides the Army's technical SME in support of DOD T2 and JNTC efforts.

(6) Provides administrative support to TPIO-V and TPO OneSAF.

d. Functions of Operations Directorate.

(1) Provides LVC-IA support to MACOMs, BCTP, CGSC, maneuver combat training centers (MCTC), and RC.

(2) Coordinates and provides technical and hardware support to the field (exercises, experiments, and tests) for BCTP, MCTCs, battle simulation centers, MRXs, WFXs, USAR and ARNG battle command training centers, and JNTC.

(3) Assesses user requirements from all supported training events and provides input to the combat development process through technical after action reviews (AAR) and input into priorities for future LVC-IA enhancements.

(4) Assists the Army Training Support Center (ATSC) in the development of mission essential requirements of the training support system in support of the Army Modular Force training strategies.

(5) Develops and manages the repository of simulation information accessible through web technology. This includes LVC TE lessons learned, training support information, terrain databases, exercise material, and simulation software updates.

(6) Plans, coordinates, and hosts the battle command training center users conference ICW PEO STRI.

(7) Provides technical unmanned aerial vehicle (UAV) and Joint Surveillance Target Attack Radar System (JSTARS) support to MACOM exercises.

(8) Maintains communications connectivity worldwide in support of LVC TE training.

(9) Serves as Army's technical communications lead for the JNTC.

e. Functions of the Constructive Directorate.

(1) Serves as TPO Constructive to provide training and combat development for constructive simulations. Provide representative to PEO STRI and MACOMs for constructive simulation programs.

(2) Manages the development and fielding of the Joint Land Component Constructive Training Capability (JLCCTC). This includes: requirements management and documentation; verification, validation, and accreditation; fielding; and providing SME support to the field.

(3) Coordinates and integrates JIM requirements into the JLCCTC.



(4) Serves as lead for requirements determination and database development for constructive common terrain and/or synthetic natural environment and its linkage to virtual terrain.

(5) Assists the TRADOC DCSINT in implementing the COE in all training models and simulations.

f. Functions of FID.

(1) Lead for technical simulation support of JNTC efforts for LVC TE activities, events, planning, and implementation.

(2) Plans, manages, and integrates combat and training developer user activities associated with implementing and sustaining components of LVC TE. Execute these responsibilities by preparing and staffing the capabilities requirements documents required by the JCIDS.

(3) Integrates LVC-IA into Future Combat Systems (FCS) and Army Modular Force training strategies ICW the TRADOC FC.

(4) Anticipates new training requirements and maintains outreach with industry, academia, and the joint community by participating in seminars, forums, and policy and standards meetings to ensure LVC TE meets the future needs of the Army.

(5) Develops a comprehensive, coordinated effort for terrain database development in support of LVC-IA.

(6) Develops gaming technology in support of the Army's leader development efforts by coordinating with industry for new technologies and applications.

(7) Maintains the TEMO LVC laboratory in support of LVC TE development.

(8) Supports the LVC TE spiral development effort.

(9) Plans, coordinates, and hosts the LVC TE Executive Steering Group Work Group for HQDA Deputy CofS, G-3/5/7 (Training Simulations Division), reporting through HQ TRADOC and HQ CAC.

g. Functions of LESD.

(1) Advises Combined Arms Support Command (CASCOM) on the use of training technologies to execute CASCOM's logistics collective training mission.

(2) Provides CSS training simulation support to BCTP for WFXs and for combatant commander, RC, and MACOM training exercises.

(3) Operates, maintains, and provides post deployment software support for the Combat Service Support Training Simulation System.

(4) Serves as the combat developer for logistical constructive simulations in support of the JLCCTC combat development effort.

(5) Serves as combat developer and materiel developer for the Joint Deployment Logistics Model.

(6) Develops functional and technical requirements for simulation solutions for logistics command, control, communications, computers and intelligence (C4I) systems.

h. Functions of PD.

(1) Manages the NSC budget, manpower, and contracts to include programming, planning, and execution.

(2) Provides, ICW CTD, combat development and training development efforts in support of the battle command training capability.

(3) Develops and maintains the simulation basis of issue plans which include hardware, software, manning, maintenance support, and facilities construction ICW HQ CAC and HQ TRADOC.

(4) Plans, coordinates, and hosts the Battle Command Training Support Program Management Review ICW HQDA Deputy CofS, G-3/5/7 (Training Simulations Division).

(5) Maintains the NSC facilities by providing information management, security, maintenance, and supply support.

(6) Assists HQDA Deputy CofS, G-3/5/7 (Training Simulations Division) through ATSC in developing, fielding, and supporting the battle command training support infrastructure.

**6-6. Collective Training Directorate.**

a. Mission. Develops, integrates, and manages Army combined arms training programs and unit training products to support unit sustainment of operational readiness in a JIM environment.

b. Organization of CTD. The CTD consists of a headquarters element and six operational divisions: Battle Command Training and Integration (BCTID), Home Station/Deployed Training (HS/DTT), Battle Staff Training (BSTT), Transformation Training (TTT), Digital Training Management System (DTMSD), and Training Support (TSD).

c. Responsibilities and functions of CTD.

(1) TRADOC lead for operational CATS and for the integration of institutional, operational, and self-development CATS into the Army Training Management System. ICW DCSOPS&T, TRADOC lead for integration of operational CATS into the Joint Training System and for development of Army equities in Joint Tactical Articles.

(2) Provide a representative to the following councils: Co-chair, HQDA Deputy CofS, G-3/5/7 Home Station/Deployed Training Council of Colonels (COC) and HQDA Deputy CofS, G-3/5/7 UTMCR Requirements Control Board (RCB); voting member, HQDA Deputy CofS, G-3/5/7 Training Support Executive Council and Army Training Information Architecture (ATIA) Configuration Requirements Control Board; and participant, CTC COC, Institutional COC, and Standards in Training Commission (STRAC).

(3) The CAC lead for: battle command and battle staff training; training management common core curriculum, distance learning courseware, and institutional POIs; TRADOC common teaching scenario (CTS); collective training programs and strategies; collective task management; operational CATS; collective training products (MTPs, drills, warfighter training support packages (TSP), and others); and collective training development automation tools.

d. Functions of BCTID.

(1) Develops battle command and battle staff training products.

(2) Approves or recommends approval of all TRADOC-produced command, control, communications, computers, intelligence, surveillance, and reconnaissance (C4ISR) battle command and battle staff training and training products.

(3) Approves institutional battle command and battle staff POIs.

(4) Develops and sustains battle command and battle staff common functional command and control (C2) CATS and self-development CATS.

(5) Develops and maintains TRADOC CTSs.

(6) Develops and sustains battle command and battle staff TSPs to assist unit trainers in developing and sustaining proficiency with digital command and control systems.

(7) Develops and revises, as required, division and corps collective training tasks and supporting individual training tasks. Coordinate development with the development of collective training tasks for brigade combat teams (BCT) and support BDEs.

(8) Provides AJST with training development support for battle command and battle staff tasks.

(9) Maintains the CTD Battle Command and Battle Staff Digital Training website.

(10) Establishes and sustains links to TRADOC institutional digital systems SMEs to horizontally and vertically integrate training products.

e. Functions of HS/DTD.

(1) Provides administrative support for the Home Station/Deployed COC.

(2) Uses CATS, STRAC, and the minimum essential requirements process and deliverables to develop and maintain the Home Station/Deployed Master Plan.

(3) Prioritizes training resources for home station/deployed training domains.

(4) Assists in the evaluation of MACOM training ranges, facilities, training aids, devices, simulators, and simulations (TADSS), and support personnel to assist in determining training requirement priorities.

(5) Assists HQDA Deputy CofS, G-3/5/7 (Collective Training Division) by reviewing and validating MACOM training resource requirements.

f. Functions of BSTD.

(1) Validates battle command and battle staff training products developed by BCTID and other organizations.

(2) Provides mobile training teams (MTT) to conduct Army battle command and battle staff systems training.

(3) Assists in the development and validation of battle command and battle staff systems POIs.

(4) Develops and integrates battle command and battle staff training products with C4ISR battle command and battle staff systems.

g. Functions of TTD.

(1) Manages and develops collective training programs and strategies.

(2) Manages and integrates operational, institutional, self-development CATS in support of Army transformation and the ACP. Ensures the USAR and ARNG are integrated into the Army's training plans.

(3) Manages and integrates CATS in support of training strategies (for example, FCS, Army transformation, the Army Modular Force, stability operations, and urban operations).

(4) Integrates unit training support into BCKS and represents CTD in the BCKS collective training collaboration workgroups.

(5) Lead for special environment training issues and strategies (for example, urban operations and military operations in urban terrain (MOUT), jungle, cold weather, desert, and mountain/high altitude).

(6) Lead for JIM unit training development initiatives.

#### h. Functions of DTMSD.

(1) Assists the HQDA Deputy CofS, G-3/5/7 UTMC RCB by managing the development of the DTMS.

(2) Provides administrative support for the HQDA Deputy CofS, G-3/5/7 UTMC RCB and maintains the UTMC RCB prioritized list of DTMS development requirements.

(3) Assists HQDA with DTMS integration with the Defense Readiness Reporting System and the SRS as required.

(4) Integrates AC, USAR, and ARNG training management requirements into DTMS to provide a training management system that will serve both the Active and Reserve Components.

(5) Coordinates and develops systems interface agreements between DTMS and other Army systems to improve DTMS training management capabilities and reduce unit and Soldier workload.

(6) Manages the DTMS help desk to ensure DTMS is responsive to Army units and Soldiers.

(7) Manages the DTMS database, the Digital Information Technology Security Capabilities Program, and net-worthiness certifications.

(8) Manages DTMS NET POIs to field and sustain DTMS Armywide.

(9) Supports DTMS integration with the ATIA.

#### i. Functions of TSD.

(1) Manages, integrates, and provides quality control over proponent-developed unit training support products (MTPs, drills, TSPs, CATS, Collective Task and Organization Task Lists) to ensure products are: integrated across TRADOC to reduce redundancy, developed only in the ASAT training and doctrine development tool software and stored in the ATIA database, and compliant with regulatory guidance established in TR 350-70.

(2) Develops FMs 7-0 and 7-1 chain teaching packages, DL courseware, and common core curriculum. Assist CADD during author revisions of FM 7-0 and FM 7-1.

(3) Manages all Army collective tasks. Integrate the AUTL to the UJTL ICW CADD. Ensures Army tasks are considered and represented in joint tactical tasks. Manage the common collective task database.

(4) Manages unit CATS, ICW HQDA Deputy CofS, G-3/5/7 (Training, Collective Training Division) to ensure CATS supports the unit and DTMS requirements and HQDA Deputy CofS, G-3/5/7 training resource models.

(5) Develops and integrates unit (operational) CATS. Integrate STRAC, ranges, training areas, facilities, and TADSS into CATS to support units using DTMS.

(6) Reviews STRAPs to ensure the institutional, unit, and self development training strategies describe training support requirements and that the STRAPs account for collective training requirements.

(7) Manages CTD's responsibilities for the development of automated tools that support collective training development.

#### **6-7. Combat Training Center Directorate.**

a. Mission. Validates, plans, coordinates, and administers the CTC Program (National Training Center (NTC), Joint Readiness Training Center (JRTC), Combat Maneuver Training Center and BCTP). Provides staff support to HQDA Deputy CofS, G-3/5/7 (Training Support Division, Collective Training Division, Training Programs and Resource Division) for the CTC Program by ensuring CTC operating/operations tempo and modernization program resource requirements are linked to a viable resourcing strategy; supporting the joint and contemporary operational environments; and integrating training issues across all CTCs.

b. Organization. The CTCD consists of a headquarters element and four operational divisions: Integration and Operations, Resource Management, Program Support, and Joint Initiatives. Resource Management Division is part of CAC DRM and provides direct support to and is collocated with CTCD.

c. Responsibilities and functions.

(1) Administers and integrates the CTC Program and the CTC master plan in support of DCG, CA as CTC RO.

(2) Develops and updates CTC Program objectives and concepts of operations.

(3) Prescribes responsibilities, policies, and planning guidance for the CTC Program.

(4) Responsible for CTC Program resource management to accomplish all HQDA and MACOM CTC Program resource functions.

(5) Provides staff support for HQDA Deputy CofS, G-3/5/7 (Director of Training) for development and administration of CTC-related management decision evaluation packages (MDEPs).

(6) Director, CTCD serves as the co-chair for CTC COC for TRADOC and is the TRADOC voting member.

(7) Briefs all resource issues to CTC COC, TLGOSC, DA Integration Forum, and all forums pertaining to CTC resources.

(8) Researches and drafts responses to Congress, DOD, HQDA, and TRADOC related to CTC Program issues, policies, and conditions.

d. Functions of Integration and Operations Division.

(1) Provides staff support to HQDA Deputy CofS, G-3/5/7 (Director of Training) for programming T2 and JNTC resource requirements.

(2) Plans, coordinates, and executes the CTC Conference, a semi-annual review and decision making forum.

(3) Provides SME support for the modernization, digitization, life cycle support, and configuration control management of the three maneuver CTC instrumentation systems.

(4) Assists in execution of the TRADOC CTC Accreditation Program.

(5) Serves as the coordinator for the CTC Doctrinal Review Program.

e. Functions of Resource Management Division.

(1) Manage the CTC Program operations, maintenance, and modernization (research, development, and acquisition (RDA)) funding.

(2) Manage CTC-related MDEPs.

(3) Perform on-site CTC resource program validation, analysis, and integration for the budget year.

(4) Provide advice and assistance to appropriate MACOM resource managers in programming resources for operation of the four CTCs, the Joint Air-Ground Capability, and the Army's portion of T2 and JNTC.

f. Functions of Program Support Division.

(1) Supports planning and execution of the periodic CTC conferences.

(2) Plans, coordinates, and executes the CTC Quarterly Review, a quarterly HQDA-sponsored program review and decision making forum, and supports the CTC component of the program management review process.

(3) Plans, coordinates, and executes the CTC COC, a semi-annual HQDA-sponsored program review and decision making forum.

(4) Writes, publishes, and maintains CTC Program publications (for example, AR 350-50, CTC Program Handbook, CTC Master Plan, and CTC Program website).

(5) Plans, coordinates, and facilitates the CTC Digitization Program and the CTC-related information assurance (IA) efforts.

(6) Plans, coordinates, and executes the CTC Accreditation Program in support of the TRADOC and CAC QAO.

g. Functions of Joint Initiatives Division.

(1) Provides staff support for programming T2 and JNTC requirements.

(2) Integrates T2 and JNTC and joint initiatives and capabilities into the CTC Program.

**6-8. Army Joint Support Team.**

a. Mission. Conducts U.S. Army and joint air-ground operations education, training, and C2 systems integration in support of joint and Service training requirements for all four Services and for elements of joint organizations; provides expertise, liaison, and exercise support to the 505<sup>th</sup> Command and Control Wing (505<sup>th</sup> Command and Control Wing (CCW)), the Joint Air Ground Operations Group (JAGOG) at Nellis AFB, and to operational commands worldwide; educates and trains Army personnel on specialized operational-level and tactical-level application of ABCS and processes in air-ground operations; and provides technical and training support to battlefield coordination detachments worldwide in order to provide relevant and ready forces to joint force commanders.

b. Organization. The AJST consists of a headquarters element and three operational divisions: AJST-H located at Hurlburt Field; Army Joint Support Automation Team located at Hurlburt Field; and AJST-N located at Nellis Air Force Base.

c. Responsibilities and functions.

(1) Educates and trains operational- and tactical-level C2 processes for the battlefield application of close air support including applicable techniques for time-sensitive targeting and attack of mobile targets. In support of CAC-T, AJST serves as the TRADOC lead for air-ground operations to include joint close air support (JCAS).



(2) Conducts Army and joint education and training in support of multi-service and joint courses of instruction at the 505th CCW at Hurlburt Field, Florida and at the JAGOG at Nellis Air Force Base, Nevada.

(3) Supports Fort Sill with air-ground operations expertise for doctrine development, force development for BCDs, course development and design, course instruction, ABCS applications for air-ground operations, ABCS technical assistance, and joint C2 systems interface for air-ground operations.

(4) Educates and trains DOD personnel on Army and joint theater air-ground systems, airspace management, intelligence, air defense, and fire support IAW joint doctrine and TTP.

(5) Educates and trains air-ground operations instructors in support of Army and joint course requirements.

(6) Educates and trains BCTP personnel in support of BCTP requirements.

(7) Develops and produces course materials in support of education and training course requirements.

(8) Coordinates standardization of air-ground operations training POIs with Army centers and schools, the CGSC, and other schools as directed.

(9) Director, AJST functions as the chairman of the HQDA JCAS COC.

(10) Director, AJST is a member of the U.S. Joint Forces Command (JFCOM) JCAS Executive Steering Committee Working Group and leads the TRADOC JCAS Working Group.

(11) Supports the Army, Navy, Air Force, Marines, and JFCOM with subject matter experts in the development and review of doctrinal publications and instructional programs.

(12) Develops and conducts education and MTT training programs for ABCS applications in air-ground operations, joint air-ground operations, and airspace management.

(13) Conducts non-resident instruction for Army and other Services or agencies on Army areas of expertise to include Army organization and doctrine, the theater air-ground system, and airspace management.

(14) Provides instructors to other Army schools in areas of air-ground operations and airspace management.

d. Functions of Army Joint Support Team – Hurlburt.

(1) Prepares and conducts resident and nonresident instruction on joint air-ground operations in support of Army, multi-Service, joint force, and special operations requirements. This includes multiple courses and exercises.

(2) Operates as the Army Commandant Office in support of the 505<sup>th</sup> CCW at Hurlburt Field.

(3) Prepares and conducts air-ground operations instruction in support of the Joint Special Operations University.

e. Functions of Army Joint Support Team – Nellis.

(1) Prepares and conducts resident and nonresident instruction on joint air-ground operations in support of Army, multi-Service, joint force, and special operations requirements.

(2) Operates as the Army Commandant Office in support of the Air-Ground Operations School at Nellis AFB.

f. Functions of Army Joint Automation Support Team (contractor team).

(1) Prepares and conducts resident and nonresident instruction on joint air-ground operations in support of Army, multi-Service, joint force, and special operations requirements.

(2) Supports education and training requirements at both AJST–H and AJST–N.

(3) Supports BCTP with education, training, C2 systems integration, air-ground operations processes and C2 systems replication, and exercise planning support for BCTP warfighter events including those for mission readiness evaluations and MRXs.

(4) Provides the manning and expertise to support AJST requirements at Fort Sill, OK as part of the Joint and Combined Integration Directorate.

## **6-9. TRADOC Program Integration Office Virtual Training Environment.**

a. Mission. Plans, manages, and integrates the Army's combat developments activities for virtual simulators, simulations, and associated components of the virtual training environment in order to provide timely virtual training support for today's warfighters and to ensure future virtual training requirements are documented, validated, and resourced.

b. Organization. The TPIO-V consists of a directorate element and three teams: Ground Systems, Air Systems, and Support.

c. Responsibilities and functions. The Director, TPIO-V ensures required deliverables are developed along timelines to meet Army milestones. Manages and integrates TRADOC-wide virtual environment requirements and design of the virtual components and interfaces of the LVC TE.

d. Functions of Ground Systems Team.

(1) Manages the virtual training systems relevant to Army combat, combat support, and combat service support ground systems. Ensures virtual simulators remain current with fielded systems and comply with Army and DOD simulation directives. This applies to both system and non-system TADSS.

(2) Manages all aspects of combat development for ground virtual training systems to include full consideration of life cycle user requirements in the management of materiel programs.

(3) Manages the Close Combat Tactical Trainer Program including the resolution of issues dealing with contractor life cycle support and user training requirements.

(4) Manages the Soldier Combined Arms Tactical Trainer and Engagement Skills Trainer 2000 Programs including the resolution of issues dealing with contractor life cycle support and user training requirements.

(5) Manages the Common Driver Trainer, Common Gunnery Architecture, Virtual Combat Convoy Trainer, Virtual Integrated MOUT Training System, Fire Support Combined Arms Tactical Trainer, Simulation Network-Trainer, and Call for Fire Trainer Programs, including the resolution of issues dealing with contractor life cycle support and user training requirements.

(6) Leads the incorporation of ground virtual training systems into LVC proofs of principle training exercises supporting the development of the LVC-IA.

e. Functions of Air Systems Team.

(1) Manages the virtual training systems relevant to Army aviation systems. Ensures virtual simulators remain current with fielded systems and comply with Army and DOD simulation directives. This applies to both system and non-system TADSS.

(2) Identifies and documents new and emerging requirements for aviation training systems IAW the JCIDS and ICW the proponents. Manage all aspects of combat development for air virtual training systems to include full consideration of life cycle user requirements in the management of materiel programs.

(3) Manages the Aviation Combined Arms Tactical Trainer (AVCATT) Program including the resolution of issues dealing with contractor life cycle support and user training requirements; ensures AVCATT is compliant with high level architecture specifications to facilitate interoperability; stays abreast of emerging technologies for future training system development; and manages and analyzes documentation associated with developing and fielding AVCATT.

(4) Manages individual and crew virtual systems for Army aviation attack and reconnaissance and cargo and utility aircraft. Ensures virtual simulators remain current with fielded aircraft and complies with Army and DOD simulation directives.

(5) Assists with the incorporation of aviation virtual training systems into LVC proofs of principle training exercises supporting the development of the LVC-IA.

f. Functions of Support Team.

(1) Manages requirements documentation for synthetic environment (SE) core to maintain currency of program requirements. Provide staff management for proposal evaluations for SE core components developed during each fiscal year. Assists development of the LVC-IA and ensures seamless integration of SE core components into the LVC-IA. Manages coordination with FCS training lead systems integrator to ensure SE core components meet FCS needs as a complementary system. Assist with analytical tasks regarding assessments of models and simulations, identification of requirements, data collection, and hardware and software configuration.

(2) Assists development and management of future virtual simulations or simulators for the Army including, but not limited to: the FCS, BCTs, support BDEs, divisions and corps, and support to all three training domains.

(3) Assists the overall program management of existing and emerging virtual simulations supporting the ARNG and USAR. Monitor the ARNG and USAR utilization plans and policies with regards to virtual simulations. Identify ARNG and USAR training gaps that can be corrected through the use of virtual training systems. Assist, ICW the ARNG and USAR, the development of a common long-range vision for training development in the active Army and reserve components in support of collective training strategies.

(4) Manages analytical, planning, and related tasks with duties concentrated in the areas of research, development, and acquisition of Army virtual training devices for combat, combat support, and combat service support training. Perform analytical tasks regarding assessments of models and simulations, identification of requirements, development of operational tests, development of collection plans, data collection and information management, and compiling and analyzing observations and simulation-generated data.

(5) Manages directorate communications efforts. Serve as the communications focal point for proponents and outside agencies needing information. Prepares input for periodic reports and semi-annual historical report. Coordinates and prepares comments pertaining to the staffing and review of applicable documentation.

(6) Manages virtual training systems to ensure compliance with DOD LVC-IA connectivity specifications to facilitate interoperability between and among LVC training environments. Remain abreast of emerging technologies that apply to future training system development.

(7) Manages virtual training systems unique to Army special operations forces. Ensures virtual simulators remain current with fielded systems and comply with Army and DOD simulations directives.

(8) Manages programming and budgeting functions to include funding analysis of requirements. Uses an integrated approach to determine and validate virtual requirements and associated investment strategy. Coordinate funding issues with various activities.

(9) Manages current programs and monitors execution patterns, advises chain of command for appropriate courses of action; and assists management with the definition and refinement of virtual simulations requirements for various Army initiatives.

(10) Assists management of requirements, provides representative to Army and joint experiments, and creates the virtual element of the LVC expanded digital battlespace environment for training.

(11) Manages the development of the virtual training environment to enable units and staffs to prepare for and participate in JNTC events from home station locations.

(12) Provides Army acquisition expertise to air and ground teams supporting their identification and documentation of new and emerging requirements IAW the JCIDS and ICW the centers and schools.

(13) Coordinates the TPIO-V TDA and manpower-related actions with the NSC.

(14) Coordinates Army modeling and simulation policy, requirements, and funding with HQDA, JFCOM, MACOMs, and PEO STRI.

#### **6-10. TRADOC Project Office, One Semi-Automated Forces.**

a. Mission. Responsible for all combat developments activities associated with the OneSAF Program simulation requirements from the Army's three M&S domains (TEMO, RDA, and advanced concepts and requirements).

b. Organization. The TPO OneSAF directorate consists of a single office with support staff.

c. Responsibilities and functions.

(1) Conducts user assessments of periodic releases of OneSAF Objective System (OOS) and OneSAF Testbed Baseline (OTB) software.

(2) Lead for OneSAF full operational capability (FOC) test planning and execution.

(3) Analyzes and defines requirements as found in the OneSAF Operational Requirements Document.

(4) Keeps CAC and Army leadership informed of the status of the OneSAF development effort.

(5) Balances the validated simulation requirements of the Army's three modeling and simulation domains. OneSAF is the Army's only cross-domain simulation.

(6) Coordinates with combat developers of simulations that OOS will replace.

(7) Coordinates with TPIO-V, TPIO-BC, and TPIO Constructive in areas of common interest and interaction.

(8) Develops and justifies POM funding for the OneSAF Program ICW HQDA Deputy CofS, G-3/5/7 (Battle Command, Simulation, and Experimentation (BCSE) Directorate) and Program Manager (PM) OneSAF.

(9) Supervises the post-FOC requirements prioritization process and provides the Chairman of the Cross-Domain COC which determines priorities for future OOS capabilities development.

(10) Assists PM OneSAF with the development of the software distribution plan for the OOS software.

(11) Provides staff management of international activities involving OTB and OOS software.

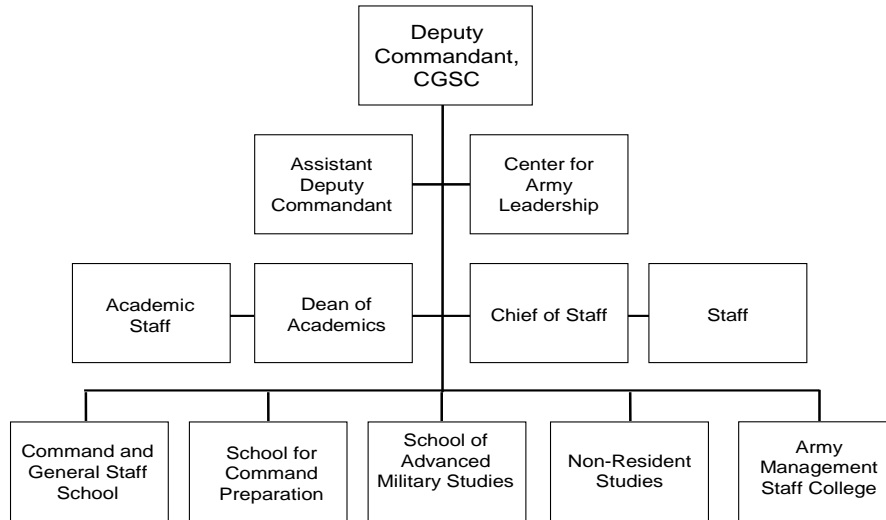
---

## **CHAPTER 7**

### **Command and General Staff College**

**7-1. Mission of CGSC.** Develop leaders prepared to execute full spectrum operations in a JIM environment; advance the military art and science; and support operational requirements.

**7-2. Organization of CGSC.** The CGSC consists of a HQ element, the Center for Army Leadership (CAL), and five schools: Command and General Staff School (CGSS), School for Command Preparation (SCP), SAMS, Non-Resident Studies (NRS), and Army Management Staff College (AMSC) ([see fig 7-1](#)).



**Figure 7-1. Command and General Staff College**

### 7-3. Major responsibilities and functions of CGSC.

- a. Develop leaders prepared to execute full spectrum, JIM operations.
- b. Advance the military art and science.
- c. Support operational requirements.
- d. Provide a Master of Military Art and Science (MMAS) Degree Program.
- e. Serve as CAC lead for the Army Leader Development and Education Program and PME program executed through the CAL.
- f. ICW CALL participate in L2I-CN; assist with lessons learned validation; integrate high value lessons learned information within appropriate POI and curricula to ensure relevant and most current operational insights, lessons, and TTP are provided to CGSOC and SAMS students.

### 7-4. Command and General Staff School.

- a. Mission. Educate and train intermediate-level Army officers, international officers, other Service officers, and interagency leaders to execute full spectrum JIM operations as field grade commanders and staff officers.
- b. Organization. The CGSS consists of the Military Law Office, three divisions, and five academic departments. The divisions are: Operations, U.S. Student, and International Military Student (IMSD). The academic departments are: Center for Army Tactics (CTAC), Department of Logistics and Resource Operations, Department of Joint and Multinational Operations, Leadership Instructions Division (LID), and Department of Military History.

c. Responsibilities and functions.

(1) Advise the Commandant, Deputy Commandant, and Assistant Deputy Commandant on all matters concerning CGSOC officer student health, morale, welfare, academic status, and discipline.

(2) Supervise CGSC teaching committees conducting ILE curricula.

(3) CGSC lead for ILE common core course and the operations career field (OPCF) credentialing course.

(4) Supervise the conduct of ILE core curriculum delivery at course location sites (Fort Belvoir, Fort Gordon, Fort Lee, and Presidio of Monterey).

(5) Provide administrative personnel support for international military students attending CGSOC ILE and manage associated aspects of security assistance training programs.

(6) Provide ILE common core curriculum, Advanced Operations and Warfighting Course (AOWC), and faculty development lesson implementation workshop support to TASS for worldwide implementation.

(7) Provide command and control, student administration, and course scheduling support.

(8) Manage in-processing, registration, out-processing, and preparatory training.

(9) Recruit civilian faculty, train and maintain quality staff and faculty, and promote teaching excellence.

(10) Review, assess, and improve curriculum to maintain relevance (for example, cultural awareness, GWOT, and Operation Iraqi Freedom and Operation Enduring Freedom lessons learned).

(11) Prepare students for the future by providing an accredited military education level 4, JPME, and information operations and operational career field education with emphasis at the operational and tactical levels of war.

(12) Plan, coordinate, and execute the DOD Informational Program for international military students (IMS).

(13) Plan, coordinate, and execute course location operations.

d. Functions of Operations Division.

(1) Advise the Director, CGSS on matters pertaining to the ILE curriculum and operations support used in the resident course (C Course), ADL (S Course), and TASS (M Course).



(2) Lead the CGSC Curriculum Integration Committee (CIC) on ILE curriculum design and development through coordination and conduct of post instructional conferences and course design reviews (CDR). Coordinate these events for the Dean of Academics.

(3) Prepare long range (next academic year (AY)) academic guidance and policies for CGSS directorates and block authors regarding structure and content to conduct ILE common core and OPCF credentialing course.

(4) Conduct ILE staff group advisor (SGA) training and maintain the current AY teaching committee roster and SGA phone listing.

(5) Serve as the contracting officer technical representative for ILE support.

(6) Supervise CGSS departmental recruiting, selecting, and hiring of CGSC ILE civilian instructor faculty.

(7) Develop the SRS evaluation process-reports.

(8) Develop CGSOC student schedule of classes for electronic dissemination on the CGSC web site.

(9) Allocate classroom assets to CGSS staff, faculty, and students for academic requirements.

e. Functions of U.S. Student Division.

(1) Array students into sections and staff groups with an even mix of students by branch, experience, and inclusion of other Service, international officers, and civilians. Conduct a leadership seminar to train student leaders and spouses. Prepare and publish leader and spouse representative handbooks and newsletters.

(2) Assist HRD and CAC G-1 with planning and coordination with CGSC and CAC agencies to provide in- and out-processing and registration activities for U.S. officers.

(3) Manage the CGSC Service to the Nation Program by coordinating events, tasking SGAs and students, preparing travel orders, collecting AARs, and publishing reports.

(4) Assist HRC, 1st Personnel Command (PERSCOM), 8th PERSCOM, and other units to enable their interviews and coordination of assignments for student officers in preparation for follow-on assignments.

(5) Prepare, coordinate, publish, and ensure distribution of the following: Administrative Instructions for the CGSOC Book; Student Handbook for the CGSOC; Spouse Representative Reference Handbook for the CGSOC; Service to the Nation Program Guide; and CGSOC Student Data Book.

f. Functions of International Military Student Division.

(1) Supervise the conduct of all matters pertaining to the administration, personal affairs, welfare, discipline, and official activities of the IMS. Assist IMS family members on an “as needed” basis. Monitor the progress of CGSC training and coordinate with administrative staff, staff group advisors, and instructors as required.

(2) Plan and execute the U.S. Field Study Program and the IMS Sponsor Program to include execution of all aspects of the international military student programs.

(3) Supervise the conduct of the Know Your World Program.

(4) Supervise the conduct of the IMSD Graduate Contact Program. Counsel departing IMs during out-processing. Provide guidance and instruction for submitting correspondence to the IMSD web master.

(5) Maintain contact with community organizations and individuals assisting the IMS.

(6) Coordinate and monitor extracurricular speaking engagements by IMS ICW the installation Public Affairs Office.

(7) Provide guidance for, review, and ensure final preparation of IMS academic efficiency reports.

(8) Assign an area of concentration for each IMS for Terms II and III.

(9) Coordinate billeting of unaccompanied IMS officers on post.

g. Functions of Military Law Office.

(1) Provide military law instruction support to ILE and AOWC.

(2) Provide military law instruction in the resident and nonresident ILE core curriculum consisting of international and operational law topics.

(3) Develop, implement, and deliver curriculum to resident ILE legal program electives.

(4) Provide broad-based support to the development and implementation of the ILE End of Core Course Exercise and AOWC exercise program. Coordinate the drafting of exercise rules of engagement and implementing messages; write legal annexes, applicable general orders, and legal injects in support of exercise requirements; and review other exercise components for potential legal issues. During exercises, provide technical advice and legal support to student judge advocates (JA) and JA role players.

(5) Serve as MMAS committee members and oral examiners for MMAS candidates requiring legal expertise on their thesis committees.

(6) Provide military law instruction support to Pre-Command Course (PCC) and Command Team Seminar and legal support to the SAMS exercise program.

(7) Provide legal reviews, instruction in copyright law and avoidance of copyright infringement in the production of course material, responses to informal joint ethics regulation questions, and guidance on student adverse administrative actions.

h. Functions of Center for Army Tactics.

(1) Educate leaders in the application of Army warfighting doctrine for BCTs, divisions, and corps in joint, combined, and multinational operations across the conflict continuum.

(2) Develop and provide basic warfighting instruction.

(3) Develop and provide advanced application electives instruction in advanced warfighting operations.

(4) Integrate tactics instruction within the CGSOC curriculum.

(5) Conduct continuous evaluation and curriculum review.

(6) Conduct annual Combat Refresher Course for the ARNG division staffs and BDE Refresher Course for ARNG separate and divisional BDE staffs. The National Guard Combat Refresher Team within CTAC performs this mission.

(7) Provide SMEs and branch representatives as directed.

(8) Serve as CGSC liaison with the CTCs.

(9) Review tactics instruction within CGSC for resident and nonresident courseware development.

(10) Provide a forum for demonstrating tactical excellence through the management and administration of the General George S. Patton Jr Award (Master Tactician Program).

i. Functions of Department of Joint and Multinational Operations.

(1) Educate leaders in the application of joint warfighting doctrine across the conflict continuum.

(2) Provide SMEs and basic instruction in JIM operations for resident and nonresident CGSOC instruction.

(3) Develop and provide advanced applications instruction in strategy and national policy formulation, military operations other than war, stability and reconstruction operations, and regional studies.

(4) Serve as the CGSC lead for three additional skill identifier programs: Joint Planner (3H), Space Operations (3Y), and Strategist (6Z).

(5) Manage and administer the Joint Command, Control, Communications, Computers and Intelligence Excellence in Writing Award; the Brigadier General Benjamin H. Grierson Award for Excellence in Strategic Studies; and the Excellence in Joint Service Warfare Award.

(6) Assist in reviewing and validating emerging and promulgated joint and Army doctrine.

(7) Support United States Army Pacific annual South Asia Briefing Trip with project and briefing officer.

j. Functions of Department of Logistics and Resource Operations.

(1) Educate officers in the application of Army logistics doctrine for BCTs, divisions, and corps in joint and combined operations across the full spectrum of operations.

(2) Supervise five teaching committees and departmental instructional and curriculum development committees.

(3) Develop and provide basic instruction (resident and nonresident) in logistics operations, resource management, management science, and basic acquisition doctrine.

(4) Develop and provide advanced applications instruction in logistics operations, resource management, management science, and acquisition.

(5) Integrate logistics, resource management, management science, and basic acquisition instruction within the CGSOC curriculum in concert with the Faculty and Staff Development Division (FSD) and the CGSC Quality Assurance Office.

(6) Conduct continuous evaluation and curriculum review for logistics, resource management, management science, and basic acquisition operations.

(7) Assist in reviewing and validating logistics and resource management doctrine.

(8) Manage and administer the Major General James M. Wright Award (Master Logistics Award).

(9) Support CTAC in conducting annual Combat Division Refresher Course for RC division staffs and Combat BDE Refresher Course for RC separate and divisional BDE staffs.

(10) Support CTAC in conducting the Army Doctrine Refresher Course for students slated for a command and staff college other than CGSC.

(11) Provide CSS SMEs and branch representatives in CSS.

(12) Maintain liaison with HQDA Deputy CofS, G-1 and G-4; CASCOM; the Army Medical Department Center and School; the Soldier System Center (Natick); and the HQDA Deputy CofS, G-8 (Director for Programming, Analysis, and Evaluation).

k. Functions of Department of Military History.

(1) Develop military history curriculum for resident and non-resident courses.

(2) Provide instruction in military history for ILE and assist other college departments and military organizations to integrate applicable military history materials into their instruction.

(3) Develop Kansas State University (KSU) Public Historian Course.

(4) Assist teaching the Military History Instructors Course to Army entities including Reserve Officer Training Corps, USASMA, and the WOCC.

(5) Manage CGSC History MMAS Program.

**7-5. School for Command Preparation.**

a. Mission. Educate and train BDE and BN level command selectees, command sergeants major selectees, and their spouses to equip them for effective command team performance; conduct training and enhanced battle simulation for students, specified staff, and faculty members; advance military art and science; and support the operational Army in the field.

b. Organization. The SCP consists of a HQ section and two program-oriented sections: the Tactical Commander Development Program and the PCC.

c. Responsibilities and functions.

(1) Coordinate with HQDA staff to support and conduct the Chief of Staff of the Army Week as part of the PCC for all prospective active duty and designated RC command sergeants major and for centrally-selected BN and BDE commanders.

(2) Support and conduct (concurrently with PCC) the Command Team Seminar for the spouses of PCC participants.

(3) Coordinate, support, and conduct (following PCC) the Tactical Commander Development Course and attendant battle simulations for selected BN and BDE commanders.

(4) Develop, support, and conduct selected enhanced battle simulations for specified faculty, staff, and students.

(5) Responsible for Personal Awareness and Leadership Seminar training for the spouses of selected CAC staff and CGSC students, staff, and faculty.

(6) Responsible for BN-BDE command communities of practice development (such as command.net) to advance military art and science and support an on-line community of present and prospective commanders.

(7) Assist CGSC in supporting individual augmentation and reach-back capability, when required, for the operational Army in the field.

#### **7-6. School of Advanced Military Studies.**

a. Mission. Educate and train officers at the graduate level in military art and science to develop commanders and general staff officers with the abilities to solve complex military problems in peace and war.

b. Organization. The SAMS consists of an administrative and exercise section and two seminar teams: Advanced Military Studies Programs (AMSP) and Advanced Operational Art Studies Fellowship (AOASF). Also includes the Director, Academic Affairs.

c. Responsibilities and functions.

(1) Direct, update, and refine the AMSP.

(2) Direct, update, and refine the AOASF.

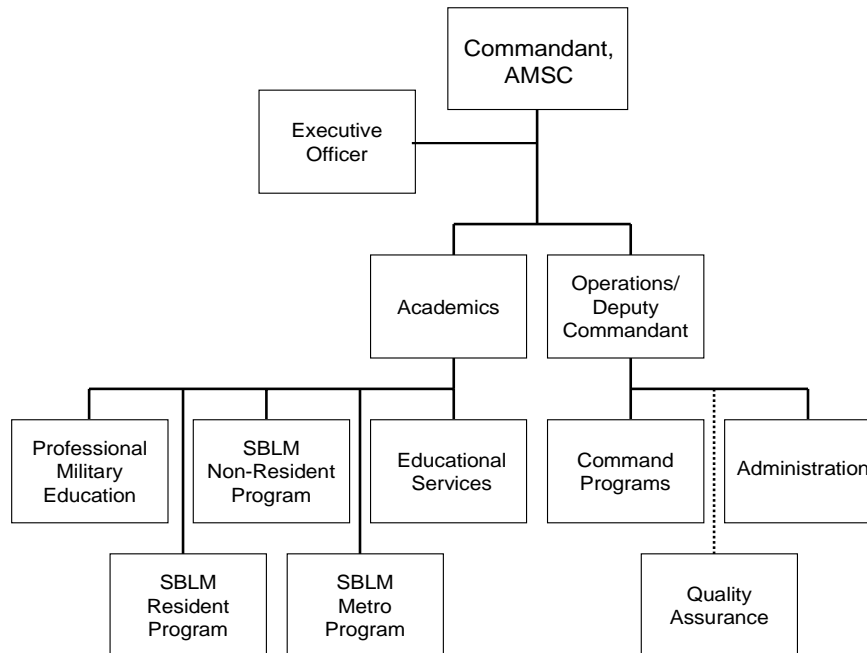
(3) Support the field Army as a reach-back planning asset.

(4) Ensure SAMS-unique priorities and perspectives are addressed in all issues relative to CGSC.

#### **7-7. Army Management Staff College.**

a. Mission. Educate and prepare Army civilian and military leaders to assume leadership and management responsibilities throughout the sustaining base. Provide consulting services and conduct research in support of the sustaining base.

b. Organization. The AMSC consists of a command group and two departments: Academics and Operations. The Dean of Operations also serves as the Deputy Commandant. The Academic Department consists of five directorates: Personnel Management for Executives, Educational Services, Sustaining Base Leadership and Management (SBLM) Non-Resident, SBLM Metro, and SBLM Resident. The Operations Department consists of two directorates: Command Programs and Administration. Quality assurance is currently conducted by Educational Services ([see fig 7-2](#)).



**Figure 7-2. Army Management Staff College**

c. Responsibilities and functions.

(1) Serve as the CAC lead for civilian leadership and management education as well as installation command and management education associated with U.S. Code (USC) Title 10 sustaining base functions.

(2) Assess DA customer needs and provide accredited programs that are current, relevant, and accurate.

(3) Develop and deliver accredited curricula that are critical elements of the progressive, sequential, and integrated leader development and Civilian Education System (CES).

(4) Educate, prepare, and mentor Army civilian and military leaders to assume executive responsibilities that support full spectrum JIM operational requirements.

(5) ICW CAC, develop and implement Army civilian leader development strategy, policy, and doctrine for the Army.

(6) Recruit and retain the best-qualified staff and faculty and promote teaching excellence.

(7) Conduct and publish research and provide consulting services that support and serve the USC Title 10 sustaining base functions.

(8) Plan, develop, and conduct assessments and gather feedback to measure the accomplishment of the College mission.

## **7-8. Non-Resident Studies.**

a. Mission. Distribute and administer CGSC DL programs to active and RC officers from all Services and allied countries.

b. Organization. The NRS consists of an administrative section and education technical counselors. Title XI of the Fiscal Year 1993 National Defense Authorization Act officers are attached from HQ TRADOC for QAULITY ASSURANCE.

c. Responsibilities and functions.

(1) Manages the nonresident programs of the CGSC in support of a worldwide student body from all Services and allied countries.

(2) Provides quality assurance on the instruction provided by the TASS BN faculty. Inspects classroom instruction to ensure instructors are qualified and instruction is conducted to standard.

(3) Assists students in enrollment through Army Training Requirements and Resources System (ATRRS) and ensures eligibility. Tracks student performance, mails student material, notifies students of performance problems, assigns adjunct faculty to grade written products, grades exams, posts grades, and processes student extension requests.

(4) Provides instructor and student materials for each TASS class authorized by ATRRS.

(5) Integrates resident course changes into the TASS BN and correspondence courses.

(6) Maintains the ADL (S Course) and TASS (M Course) versions of CGSOC and provides previous or out-dated curriculum to Combined Arms Research Library (CARL) to archive.

(7) Maintains historical database of student records and provides transcripts and diplomas for course completion.

## **7-9. Center for Army Leadership.**

a. Mission. The Lead for leader development and education research, plans, and programs; leadership instruction, doctrine, and research; and integration and synchronization of CAC responsibilities for PME systems (OES, NCOES, and WOES) and CES to sustain excellence in growing the Army's leaders.

b. Organization. The CAL consists of a HQ and operations section, the Leader Development Office, and four divisions: Leadership Research, Assessment, and Doctrine; Leadership Education and Training Development; Civilian Leadership Training; and LID.

c. Responsibilities and functions.



- (1) CGSC lead for leader development and education.
- (2) CAC lead for L-domain integration and synchronization across DOTMLPF activities and requirements.
- (3) Develop, coordinate, and recommend PME programs to develop Army leaders to include officers, warrant officers, NCOs, and civilians.
- (4) Research and identify future leadership trends, training and education strategies, and educational technologies and techniques.
- (5) Manage the development and promulgation of CGSC TRADOC common core (TCC) tasks.
- (6) Develop, maintain, and provide military leadership and leader development instruction IAW TCC for NCOES, WOES, and Captain's Career Course (CCC).
- (7) Develop, maintain, and provide instruction in military leadership for ILE core and AOWC.
- (8) Develop, maintain, and provide civilian leadership instruction IAW the Army Civilian Training Education and Development System (ACTEDS).
- (9) Develop, maintain, and promulgate leadership doctrine ICW CADD.
- (10) Promulgate the Warrior Ethos through doctrine and leadership instruction.

d. Functions of the Leader Development Office.

- (1) The CAL lead for Army-level integration, promulgation, and strategic communication of leader development issues and management across the institutional, operational, and self development domains of the Army Training and Leader Development Model.
- (2) Provide SME to TLGOSC, Implementation Process Action Team, and domain COCs.
- (3) Conduct strategic communications ICW CAC for leader development initiatives and programs (internal and external).
- (4) Develop and maintain the Institutional Leader Development Campaign Plan.
- (5) Inform senior Army leadership and the field on the status of ongoing leader development programs. Solicit their feedback on leader development programs.
- (6) Review and analyze best practices from other Services, governmental agencies, business, industry, and academia and integrate them with training and leader development issues across the Army.

(7) Coordinate and synchronize training and leader development requirements and activities with other initiatives and implementation action plans.

e. Functions of Leadership Research, Assessment, and Doctrine Division.

(1) Conduct research to identify future leadership trends, future leadership needs, and training and education strategies, processes, technologies, and techniques. Provide findings to responsible agencies for action.

(2) Assess the quality of leadership and leader development practices through periodic sensing of leaders.

(3) Develop, maintain, and promulgate capstone leadership doctrine ICW CADD.

(4) Maintain liaison with agencies that perform research and develop initiatives in leadership and leader development.

f. Functions of the Leadership Education and Training Development Division.

(1) Serve as CAL lead for design and development of PME systems of OES, NCOES, and WOES.

(2) Coordinate, manage, and integrate CCC across all TRADOC branch schools and centers.

(3) Coordinate and manage CGSC's TCC training development task responsibilities to ensure vertical and horizontal integration across all TRADOC centers and schools.

(4) Coordinate, integrate, and manage execution of WOES by the WOCC and branch proponents.

(5) Coordinate, integrate, and manage execution of NCOES by the USASMA and branch proponents.

(6) Coordinate and synchronize vertical integration of OES common core training requirements.

(7) Develop requirements, strategies, and programs that integrate uniformed and civilian leader development systems as appropriate.

(8) Formulate training management and administrative policy to influence accomplishment of DA-wide CES mission.

(9) Coordinate with other institutes of higher learning to gain insight and share best educational and leader development practices.

g. Functions of the Civilian Leadership Training Division.

- (1) Manage, develop, and provide the following leadership programs in the ACTEDS:
  - (a) Intern Leadership Development Course for new DA interns.
  - (b) Leadership Education and Development (LEAD) Train the Trainer Course to certify installation trainers to conduct LEAD training for new supervisors of DA civilians.
  - (c) The LEAD training for the DA civilian workforce.
  - (d) Organizational Leadership for Executives Course for senior DA civilian and military leaders.
- (2) Manage, develop, and provide Strategic Leadership for Executives Course for senior DA civilians and military leaders.
- (3) Support research and development of Army leadership doctrine pertaining to the Army civilian workforce ICW CADD.
- (4) Provide organizational development consulting services for Army organizations.

h. Functions of the Leadership Instruction Division.

- (1) Command and General Staff School lead for leadership and professional ethics.
- (2) Develop, maintain, and provide military leadership instruction for ILE core and AOWC including ethical decision making, organizational level leadership, change management, critical reasoning and creative thinking, leader assessment and development, the human dimension in combat, and leadership in combat.
- (3) The CAL lead for the General Douglas MacArthur Military Leadership Writing Award.
- (4) Train, develop, and certify all leadership instructors for CGSOC.
- (5) Assist in the training and instruction of other department curriculum as part of the CGSOC teaching teams.
- (6) Assist Leadership Research, Assessment, and Doctrine Division in the development of leadership doctrine.

i. Functions of the Headquarters and Operations Section. Integrate CAL processes and products; provide administrative, logistical, and information management support; and assist with accreditation of leader development and training programs throughout the Army.

## **7-10. Command and General Staff College staff organization.**

a. Mission. The CGSC staff coordinates, manages, and provides institutional support and services to the CGSC.

b. Organization. The CGSC staff consists of ten elements: CGSC CofS, CGSC SGS, CGSC coordinating staff (G-1, G-3, G-4, Resource Management Office), Directorate of Educational Technology, RC Programs Directorate, CARL, and Chaplain.

c. Responsibilities and functions.

(1) The CGSC CofS directs the coordinating staff and specified directorates for CGSC-wide support and services operations.

(2) Provide staff management for the preparation and processing of college correspondence and publications. Coordinate the preparation of replies to congressional, special interest, or similar inquiries.

(3) Coordinate the CGSC appropriated and non-appropriated funds budget and internal controls program. Coordinate facilities modernization by leading the CGSC Facilities Modernization Steering Committee. Coordinate for infrastructure support and services with CAC and installation staffs.

(4) Coordinate the CGSC safety programs and risk management review and monitor equal opportunity and equal employment opportunity programs.

(5) Administer CGSC technology enhanced learning environments and support systems by developing technology assisted learning environments for classrooms, instructional delivery, and networks and forecasting resources. Provide technological support services.

(6) Develop and maintain the CGSC master calendar and long range plan for end of year spending.

(7) Coordinate with CAC G-3, IMA, and local and federal agencies on all matters related to force protection and operation security (OPSEC).

(8) Serve as the CGSC tasking authority ICW CAC G-3.

d. Functions of the CARL.

(1) Provide reference and research support to CGSC, the CAC directorates, the Fort Leavenworth community, and other DOD organizations in support of their information needs by integrating traditional and digital library resources and services.

(2) Support the lifetime learning of Army officers by providing a resource center and research capabilities to remote users.

(3) Maintain a book, document, and periodical collection on current events and the nature of military operations.

(4) Develop document delivery, digitization, and other innovative technologies to expand access, ensure preservation of intellectual resources, and enhance access to information for remote users.

(5) Provide community library service to Ft. Leavenworth Soldiers and their families.

## **7-11. Dean of Academics.**

a. Mission. Create, guide, and expand the academic and institutional contribution of CGSC to the current and future Army.

b. Organization. Dean of Academics consists of five elements: Quality Assurance Division, Faculty and Staff Development Division, Outreach Program, Marshall Chair, and Digital Leader Development Center (DLDC).

c. Functions and responsibilities.

(1) Responsible for academic policy, planning, programs and procedures; curriculum development; faculty development; and the planning, coordination, execution, and evaluation of all resident and distance education programs.

(2) Supervise the CGSC schools and academic teaching departments.

(3) Develop, coordinate, and establish educational philosophy and objectives necessary to guide the CGSC academic program.

(4) Provide staff management of CGSC curriculum. Responsible for the quality of curriculum content in CGSS, SAMS, and SCP.

(5) Provide staff management of CGSC faculty development, recruitment, retention, and promotion. Chair the Title 10 Board and provides input on faculty salaries.

(6) Exercise line authority over CGSC schools and departments for academic matters and manage execution of CGSC academic policies.

(7) Provide staff management of all research and graduate programs. Serve as Chairman of the CGSC Graduate Faculty Council.

(8) Provide staff management of academic budgetary planning and execution.

(9) Advise and represent the College chain of command on all academic matters at Army, joint, and interagency levels.

d. Functions of the CGSC Quality Assurance Office.

(1) Conduct Programs of Study evaluations and create the CGSC Master Evaluation Plan (MEP).

(2) Chair the Assessment and Evaluation Committee and conduct monthly meetings in order to develop, update, and guide the execution of the MEP within CGSC; update CGSC's senior leadership; and provide evaluations of CGSC programs in order to improve teaching and student learning.

(3) Assist in the TRADOC accreditation of CGSC in support of the North Central Association.

(4) Approve institutional research activities from outside agencies.

e. Functions of the FSD.

(1) Develop, certify, and advise staff and faculty (resident and non-resident) to improve teaching and learning.

(2) Chair the Teaching Committee and schedules monthly meetings in order to achieve academic excellence through an interdisciplinary approach to teaching and learning.

(3) Manage the Faculty Development Programs.

f. Functions of Outreach Program Office.

(1) Conduct institutional outreach to project positive image of CGSC to academic communities. Research, investigate, and pursue outreach opportunities for CGSC professional military, academic, and intellectual advancements.

(2) Establish, maintain, and advance CGSC external relations policies and cooperative programs with the following: public and private colleges and universities in the region, national and international war and staff colleges, and relevant government institutions and agencies.

(3) Coordinate development and implementation of electronic newsletter update of CGSC activities.

(4) Coordinate and facilitate academic accreditation with Director, Graduate Degree Programs.

(5) Implement the CAC-University of Kansas (KU) memorandum of agreement to develop CGSC-KU programs.

(6) Facilitate the KSU-CGSC Cooperative Education Agreement for military history doctorate program.

(7) Implement, with KSU, a graduate degree program in international security studies for CGSC and monitor appropriated funds.

## **7-12. Other Service elements.**

a. Service element (U.S. Marine Corps, U.S. Air Force, and U.S. Navy) common responsibilities.

(1) Advise the Commandant, Deputy Commandant (DC), staff, and faculty on matters concerning each element's Service.

(2) Furnish advice to the CGSC staff and faculty concerning Service-specific missions, capabilities, and limitations as well as administrative policies.

(3) Prepare Service-specific instructional material ensuring it reflects current strategy, doctrine, capabilities, and operations as part of the CGSC curriculum.

(4) Conduct Service-specific instruction, formal and informal, that supports CGSC's curriculum and complies with the requirements for JPME Phase I.

(5) Conduct orientation courses and preparatory instruction for each Service element's arriving students.

(6) Participate in instructional review boards.

(7) Participate in advanced applications courses, research projects, seminars, the CGSC faculty development program, and the Graduate Degree Program.

(8) Participate in standing and ad hoc committees as directed by the CGSC Commandant and/or DC.

b. U.S. Marine Corps Element.

(1) Mission. Instruct students on the doctrine, organization, and mission of the U.S. Marine Corps. Provide instruction on expeditionary and amphibious operations.

(2) Organization. The U.S. Marine Corps Element consists of a single office.

(3) Additional responsibilities and functions. Serve as Commanding Officer of the Disciplinary Barracks, Marine Corps Detachment.

c. U.S. Air Force Element.

(1) Mission. Instruct students on the history, doctrine, strategy, and operational aspects of air and space power that flow from the National Security Strategy.

(2) Organization. The U.S. Air Force Element consists of a single office.

d. U.S. Navy Element.

(1) Mission. Support the CGSC mission while providing administration of, and support to, all Navy and Coast Guard personnel assigned to CGSC.

(2) Organization. The U.S. Navy Element consists of a single office.

(3) Additional responsibilities and functions.

(a) Designated representative of the Chief of Naval Operations to ensure all matters pertaining to the U.S. Navy and its personnel receive full consideration at the CGSC.

(b) Serve as the Navy point of contact to liaison with Navy activities and personnel external to CAC and CGSC.

#### **7-13. Director Reserve Component Programs – USAR.**

a. Mission. Advise the Commandant, DC, deans, staff, faculty, and students on matters concerning the USAR. Present instruction on the USAR as an essential element of national strategy and on the contributions of the USAR to national security.

b. Organization. The Director Reserve Component Programs - USAR consists of a single office.

c. Responsibilities and functions.

(1) Prepare and conduct instruction relating to the USAR and ensure such instruction is integrated into the CGSC PJE Phase I. Provide preparatory instruction and orientation courses for inbound USAR students.

(2) Furnish advice to the staff and faculty concerning policies, capabilities, and limitations of the USAR and provide USAR-specific information to other College agencies.

(3) Provide support, advice, and assistance to all resident USAR ILE, SAMS and SCP students.

#### **7-14. Director Reserve Component Programs – ARNG.**

a. Mission. Serve as the senior ARNG Adviser to the CGSC Commandant and DC. Facilitate communication between Director, ARNG and DC, CGSC. Advise CGSC leaders, staff, faculty, and students on ARNG issues.

b. Organization. The Director, RC Programs - ARNG consists of a single office.



c. Responsibilities and functions.

(1) Advise CGSC leaders, staff, faculty, and students on ARNG issues and foster AC/RC integration within CGSC.

(2) Support ARNG resident ILE, SAMS, and SCP students.

**7-15. Digital Leader Development Center.**

a. Mission. The DLDC enables the education of leaders in the fundamentals and application of battle command and battle staff operations in a digital environment to increase knowledge and experience with command and control systems used during JIM operations. Support the Army for battle command and battle staff training.

b. Organization. The DLDC consists of a HQ element and five divisions: ABCS Integration, Simulations, Exercises, Joint Command and Control Integration, and Operations.

c. Responsibilities and functions.

(1) Implement institutional training requirements directed through the ADTS and the TRADOC Institutional Digital Education Plan (IDEP).

(a) Develop curriculum and conduct classes on each joint command and control (JC2) and ABCS system.

(b) Integrate JC2 and ABCS applications in CGSC schools and courses, including practical exercises to enhance battle command experiential learning.

(c) Procure required JC2 and ABCS hardware, software, and associated licenses.

(d) Coordinate implementation of ADTS and IDEP with external agencies.

(2) Create execution-centric and network-centric learning environments through the horizontal integration of JC2, ABCS, and the supporting simulations and exercise programs.

(a) Coordinate the development and execution of the Prairie Warrior Exercise Series.

(b) Analyze, select, and procure required simulations.

(c) Establish and maintain an accredited network for battle command system and educational requirements.

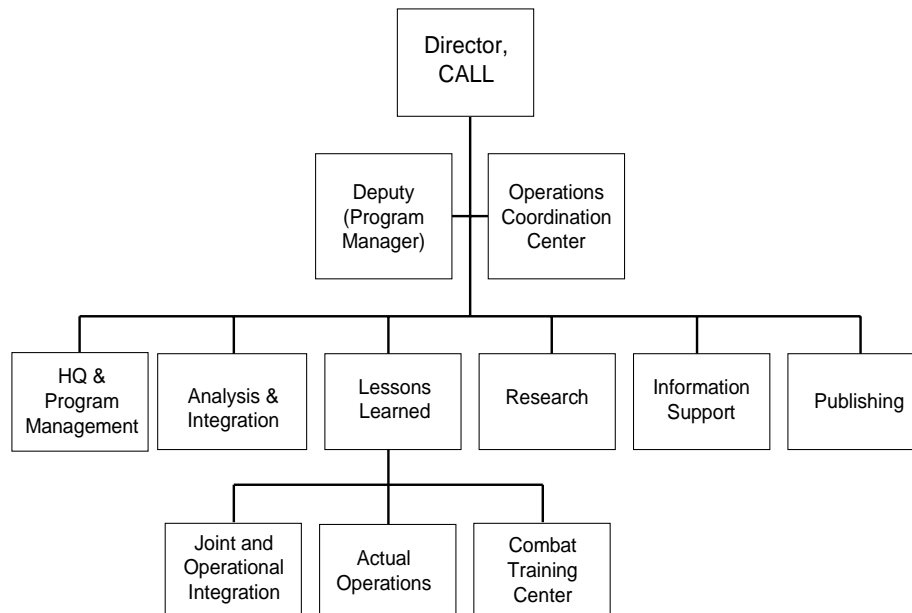
(3) Assist in the support of battle command experimentation and initiatives.

## CHAPTER 8

### Center for Army Lessons Learned

**8-1. Mission of CALL.** Collects, analyzes, disseminates, and integrates new concepts, TTP, and solutions throughout the Army from the tactical through strategic levels of war with a primary focus on operational issues, as an agent for change within the Army.

**8-2. Organization of CALL.** The CALL consists of a headquarters section (Director, Deputy, and Operations Coordination Center) and six divisions: HQ and Program Management, Analysis and Integration (AID), Lessons Learned, Research, Information Support, and Publishing ([see fig 8-1](#)).



**Figure 8-1. Center for Army Lessons Learned**

### 8-3. Responsibilities and functions of CALL.

a. Provide direct staff support to HQDA Deputy CofS, G-35( Lessons Learned Section) within HQDA Deputy CofS, G-3/5/7 for validation, planning, coordination, and execution of the Army Lessons Learned Program.

b. Develop appropriate infrastructure and tools to support the collection, management, and application of observations, insights, lessons, TTP, and training and operational related trends. Develop operational products and other related knowledge products.

c. Provide an Army-level program to identify key tactical, operational, and strategic issues. Coordinate recommended solutions and monitor execution across the Army.

d. Provide forces operating in the JIM environment with emerging observations, insights, and lessons by using forward deployed embedded LNO cells within deployed units, LNO cells at the CTCs, and MTTs.

e. Facilitate real-time sharing of lessons learned information across the Army, providing TTP to deployed and follow-on forces, to help improve the warfighting capabilities of the total force.

f. Perform detailed DOTMLPF analysis on available data and work with individual leaders, Soldiers, unit staffs, MACOMs, and the HQDA staff to identify key Army issues. Assist in developing both near-term and long-term solutions.

g. Conduct direct liaison with the HQDA Deputy CofS, G-35 (Lessons Learned Section) within HQDA Deputy CofS, G-3/5/7 in support of the Army's input to the JCIDS process ICW TRADOC FC. Represent Army lessons learned activities within both the joint and multinational communities.

h. Conduct multi-media based operations that support the dissemination of lessons learned related information through a variety of print and electronic formats. Maintain the CALL web site which serves as the Army's lessons learned portal.

i. Facilitate integration of key OIL into institutional, operational and self-development domain processes. CALL is the CAC lead for the L2I process for TRADOC.

j. Ensure aligned centers and schools participate in L2I professional forum, governance process, and integration activities and that they provide L2I governance process input and updates on L2I activity and processes.

#### **8-4. Functions of the HQ and Program Management Section.**

a. Conduct mission analysis, produce orders, provide direction, and act as the coordinating element for all the divisions of CALL. Maintain situational awareness on all completed, ongoing, and planned Army lessons learned collection activities and special studies.

b. Identify critical information requirements and implement mechanisms to support data collection across the tactical, operational, and strategic levels of the Army. Ensure Army collection procedures are synchronized with JIM efforts.

c. Provide required resource planning, management, and support in the execution of activities related to CALL mission, tasks, functions, and core operational capabilities.

#### **8-5. Functions of the AID.**

a. Monitor Army lessons learned collection activities, review potential issues, and coordinate with responsible proponent or agency for issue validation.

b. Conduct analyses and independent studies to support senior Army leadership (GO level) requests for information across all areas of DOTMLPF. Analyses extend across the full tactical, operational, and strategic spectrum.

- c. Coordinate and collaborate with Army proponents, units, and the HQDA staff to facilitate timely analysis and solution development on emerging lessons learned issues.
- d. Identify and review potential Army tactical-strategic level issues, conduct DOTMLPF analysis, provide input for Army DOTMLPF change recommendations, and recommend the lead for issue resolution.
- e. Track resolution and solution development of validated Army DOTMLPF issues.
- f. Provide direct feedback to the Army and joint PME systems to ensure academic instruction remains relevant to the current operational environment.
- g. Provide staff management of L2I process to include coordinating with centers and schools and managing L2I professional forums. Priority of L2I effort is to PME and curriculum integration. Monitor and facilitate L2I activity and reporting ICW CAC QAO.

#### **8-6. Functions of the Lessons Learned Division.**

- a. Collect, process, analyze, package, archive, and disseminate tactical through strategic observations, insights, lessons, and TTP from military operations, major exercises, and experiments to drive quick issue identification and solution development that rapidly improves unit ability to conduct full spectrum operations.
- b. Forward deploy CALL personnel to support lessons learned collection efforts in areas of operation and at key Army locations in direct support of SBCTs, the Army Modular Force, and the Future Force.
- c. Provide CALL observation detachments (OD) at the CTCs and BCTP. The OD purpose is to collect observations, insights, and lessons from exercise rotations. The ODs provide collected information to the CTCs and BCTP for incorporation into their training scenarios.
- d. Maintain situational awareness on all planned, ongoing, and completed Army lessons learned collection activities and special studies including technical (TRAC and ATEC) and operational level (HQDA agencies and organizations) sponsored initiatives.
- e. Provide recommendations for priorities for operational and tactical level collection efforts ICW CG,CAC; HQ TRADOC; and HQDA Deputy CofS, G-3/5/7. Provide the focus of collection efforts and special studies. Make recommendations for JIM cooperation and participation in these efforts.
- f. Establish liaison with RC and other Service lessons learned agencies and the Joint Center for Operational Analysis and Lessons Learned to maintain situational awareness on all planned, ongoing, and completed joint and other Service lessons learned collection activities and special studies. Make recommendations for Army cooperation and participation on these efforts.

g. Deploy collection and analysis teams (CAAT) to real-world contingency areas of operation to cover joint or Army events.

h. Conduct operational analysis of observations, insights, and lessons submitted by CAAT, CALL embeds, CTC ODs, and units. Provide critical information derived from this analysis to the JIM community and the Army Training and Leader Development Model domains – operational, institutional, and self development.

i. Based on emerging lessons learned analysis, provide home station or CTC-based MTT assistance visits to units preparing for operational deployments, rotations, or major training events.

j. Conduct regular coordination with HQDA Deputy CofS, G-3/5/7 to support Army programs and initiatives related to lessons learned and/or special studies and programs (such as the Multi-Service Task Force and Improvised Explosive Device (IED) Task Force). Provide direct support in terms of information collection, management, analysis, and dissemination.

## **8-7. Functions of the Research Division.**

a. Maintain, organize, and enhance the Army online repository of completed lessons learned products, after action reports, operations plans, orders, and other unit operational records. Conduct research in response to requests for information received from units, Soldiers, leaders, commanders, and their staffs. Develop and manage effective physical and information security programs for CALL.

b. Provide tailored and relevant information to units, Soldiers, leaders, commanders, and their staffs preparing for training or operational deployments.

c. Provide knowledge reach-back capability during operational and training deployments using on-site CALL analysts to access and analyze relevant research materials within the CALL databases and other military, government, and non-government knowledge repositories.

d. Support special information requirements from DOD, joint, and Army organizations by providing knowledge reach-back.

e. Support research requirements from CCC, CGSOC and USAWC students, CAC MSOs, TRADOC, and other MACOM special study programs.

f. Create and maintain the Army official repositories (classified and unclassified) of observations, insights, lessons, TTP, training-related trends and operational products. Maintain the Army national archives for these materials.

g. Provide necessary OPSEC and information security training, classification, and declassification management and control mechanisms to ensure proper marking and handling of CALL-developed or -managed materials. Include external materials received by CALL,

information and materials acquired during directed or sponsored collections events, and all other CALL-developed products and materials.

- h. Support multinational lessons learned archiving efforts.

#### **8-8. Functions of the Publishing Division.**

- a. Proof, edit, design, publish, and disseminate Army lessons learned information.
- b. Work and coordinate with major commands and proponents to collect and disseminate observations, insights, lessons, and special information in support of operational and tactical levels of war.
- c. Coordinate with agencies and commands external to CALL to exchange lessons and information to support Army and JIM information requirements.
- d. Provide Soldiers and leaders the ability to share lessons and TTPs by receiving and publishing articles and publications.
- e. Maintain awareness of desktop publishing technology and implement best practices in electronic publishing to provide professional quality products in both digital and paper-based media.

#### **8-9. Functions of the Information Support Division.**

- a. Coordinate all CALL office automation and automation management requirements. Manage classified and unclassified network resources, provide user assistance, and work with contractors on product development.
  - b. Develop prototypes and new approaches to information management to facilitate the rapid dissemination of lessons learned to the end user.
  - c. Establish and manage classified and unclassified collaborative environments and virtual action teams among Army and JIM forces to support operational and strategic issue validation and solution development.
  - d. ICW DOIM and CAC G-6, design, implement, and maintain necessary information technology services to support CALL missions, tasks, and functions. Provide full-time global access via the internet to lessons, insights, observations, and TTP knowledge repositories or databases.
  - e. Provide technical infrastructure and SME support for the development and maintenance of internationally focused lessons learned knowledge bases including the ABCA and Partnership for Peace databases.
-

## Chapter 9

### TRADOC Centers, Schools, and Activities

#### 9-1. Relationship of CAC to centers, schools, and activities.

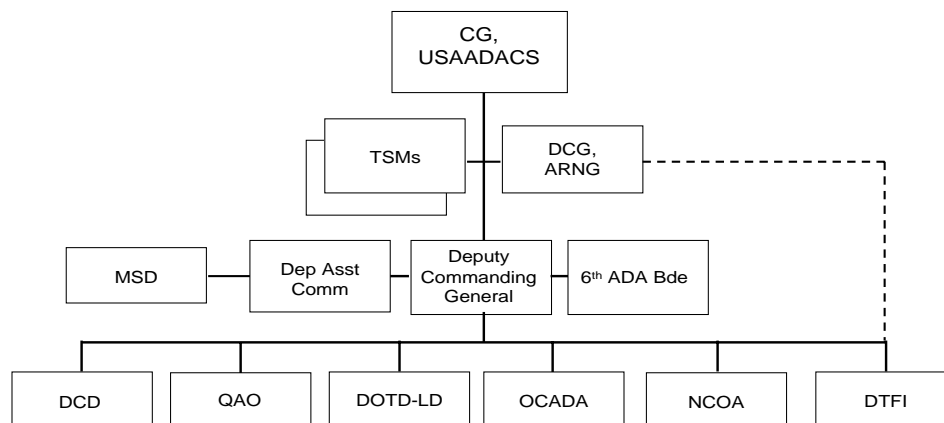
a. This chapter describes the mission, organization, and primary functions of the centers, schools, and activities that are aligned under CAC as their higher command. CAC has direct authority over these aligned centers, schools, and activities for overall mission accomplishment. Direct authority is the broad authority to act on matters relating to the execution of an organization's assigned missions and functions. Direct authority provides a leader the ability to influence the activities and initiatives of subordinate organizations but not direct day-to-day operations. This unique command and control relationship clearly establishes that CAC supervises its aligned centers, schools, and activities while also allowing those same centers, schools, and activities to receive guidance and direction directly from HQ TRADOC or from another major subordinate command (MSC) or the TRADOC FC as the lead for one of TRADOC's 11 core functions.

b. The functions listed in the paragraphs below reflect the full range of responsibilities for the respective centers and schools. They include functions executed as an assist to any of the three different leads for TRADOC core functions.

#### 9-2. Air Defense Artillery Center and School.

a. Mission. The USAADACS will train the Army's air and missile defense Soldiers, leaders, civilians, and other personnel designated by the Army, support the training in the operational Army, joint, and coalition or multi-national force, set the standard requirements, develop the future force, and assist in the accession and retention of personnel.

b. Organization. The USAADACS consists of a HQ and staff and 10 elements: the 6th Air Defense Artillery (ADA) BDE (a training BDE), NCO Academy (NCOA), the Office of the Chief of Air Defense Artillery, TSM Upper Tier, TSM Lower Tier, QAO, and four directorates. The directorates are: Training, Doctrine, and Leader Development (DOTD-LD); Combat Developments (DCD); Total Force Integration (DTFI); and Management Support ([see fig 9-1](#)).



**Figure 9-1. Air Defense Artillery Center and School**

c. Responsibilities and functions.

(1) TRADOC lead for all air and missile defense weapons systems. Serve as the Army proponent for air and missile defense.

(2) Prepare, conduct, and administer resident and nonresident career, specialist, functional, and refresher courses of instruction, including common subject material, to U.S. military and civilian and selected foreign students.

(3) Conduct advanced individual training (AIT) in ADA military occupational specialties (MOS).

(4) Determine air and missile defense materiel and organizational requirements. Provide proponent guidance and assistance throughout the materiel acquisition and force development processes.

(5) Develop and publish ADA concepts and doctrine.

(6) Develop ADA TTP.

(7) Develop or assist in the development of training plans and programs in support of new ADA materiel, organizations, and tactical and technical concepts.

(8) Develop and disseminate instructional material, training aids, Army training and evaluation plans, individual training plans, soldier training publications, training circulars, and field manuals that relate to ADA.

(9) Coordinate actions and conduct liaison with external organizations to provide user guidance during all phases of air and missile defense materiel development, production, and employment.

(10) Maintain liaison necessary to carry out assigned functions with other military and professional organizations and with industry.

(11) Provide training and support to USAR and ARNG units and other activities as directed.

(12) Provide training support to the Reserve Officer Training Corps Program.

(13) Prepare and maintain long-range, emergency, and mobilization plans. Assist in training and preparing Army forces and overseas units for deployment. Implement emergency plans as required.

(14) Provide training, administration, and logistical support for staff and faculty, active or reserve units, U.S. and foreign students, or any personnel assigned or attached for duty to USAADACS.



(15) Provide for the procurement, maintenance, and operation of academic buildings, equipment, training areas, training aids and devices, and other facilities.

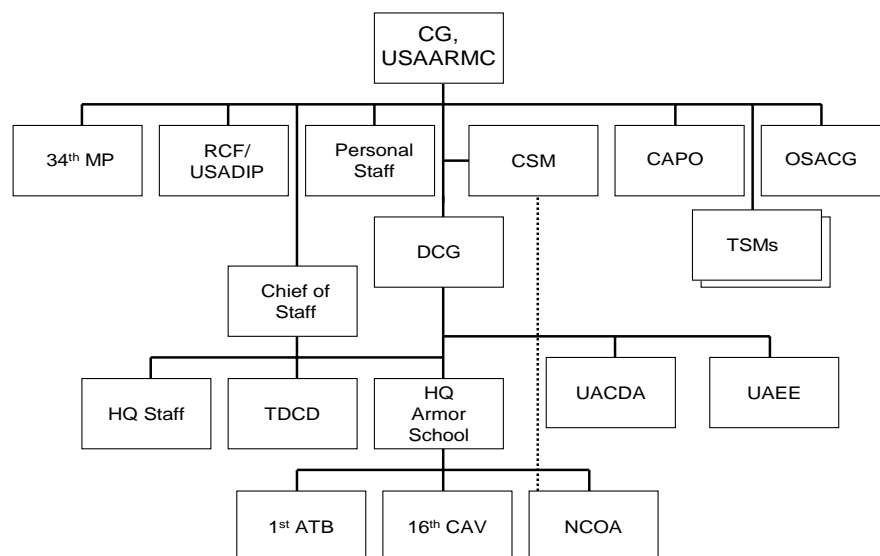
(16) Provide public and military information programs. Produce and publish the ADA Magazine, ADA Directory, and other publications to disseminate information on new doctrine, tactics, techniques, equipment, materiel, and other items to inform students and other Army personnel of emerging ADA developments and activities.

(17) Develop, monitor, and adjust personnel proponent programs; forecast ADA personnel requirements for the Army; and forecast training, distribution, deployment, development, sustainment, and acquisition of ADA personnel.

### 9-3. Armor Center.

a. Mission. Prepare the total armor force for war by providing armor and cavalry Soldiers to the field through IMT of Army, ARNG, and USAR personnel; develop armor and cavalry leaders through OES and NCOES programs; serve as the architect for the future total armor force by being the innovators of mounted warfare development; and design the armored force to include doctrine, materiel, force structure, organizations, command and control, and training development. Integrate the entire mounted combined arms team.

b. Organization. The USAARMC consists of a HQ and staff and 12 elements: Cavalry and Armor Proponency Office (CAPO); Directorate of Training, Doctrine, and Combat Development (TDCD); Regional Corrections Facility (RCF); U.S. Army Deserter Information Point (USADIP); 34<sup>th</sup> Military Police Detachment; Unit of Action Capabilities Development Activity (UACDA); Unit of Action Experimentation Element; the U.S. Army Armor School (which consists of two training BDEs (1<sup>st</sup> Armor Training BDE and 16<sup>th</sup> Cavalry Regiment) and a NCOA); and three TSMs. The TSMs are: TSM Force XXI Battle Command BDE and Below, TSM Abrams, and TSM Future Combat Systems (which is embedded in the UACDA) ([see fig 9-2](#)).



**Figure 9-2. Armor Center**

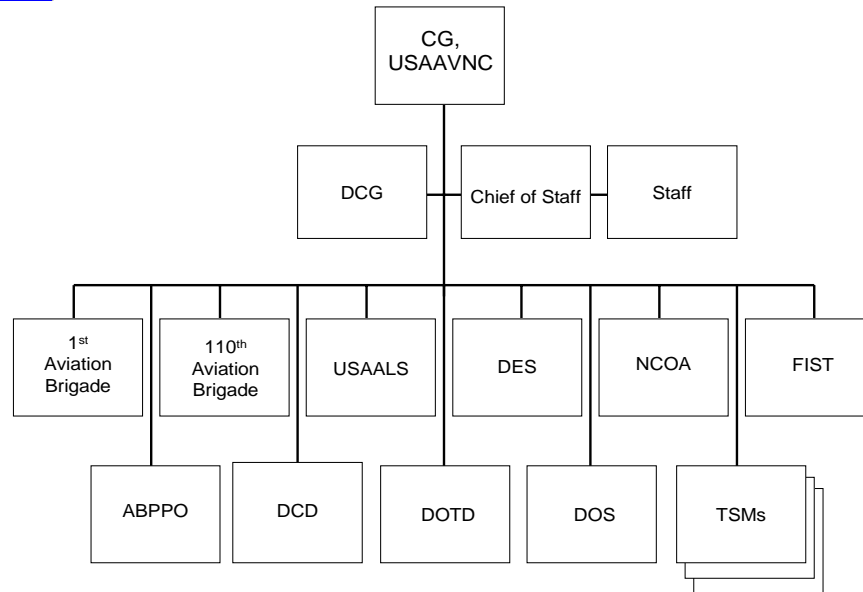
c. Responsibilities and functions.

- (1) Serve as lead for all aspects of the Army armor force.
- (2) Train and support the Army armor Soldiers and leaders for full spectrum operations.
- (3) Responsible for development of training doctrine and employment of Army armor and cavalry forces at BDE and below ICW CAC.
- (4) Provide a JNTC facility.
- (5) Accomplish planning as directed for training base expansion mission to support mobilization.
- (6) Ensure achievement of assigned combat readiness posture in assigned and attached modified table of organization and equipment units.
- (7) Provide performance feedback on operations within urban and constricted terrain for active Army and ARNG armor, mechanized infantry, and cavalry units from squad through BN level in an NTC-type environment using the physical plant, data collection systems, and virtual training capabilities of the mounted urban combat training site.
- (8) Train, prepare, and deploy NET teams to conduct on-site training to the armor force.
- (9) Assists the TRADOC FC by conducting modeling, simulations, and analysis of the FCS-equipped BCT through the operation of the UACDA.
- (10) Develops and integrates all FCS-equipped BCT DOTMLPF requirements development within TRADOC ICW TRADOC FC. TRADOC lead for FCS-equipped BCT.
- (11) Execute IMT for armor Soldiers and ordnance Soldiers in specific MOSs as well as basic training for ARNG, USAR, and U.S. Marine Corps (USMC) personnel.
- (12) Execute OES and NCOES professional development training for Army and USMC armor Soldiers and Marines.
- (13) Operate a regional correctional facility for an assigned geographical area.
- (14) Operate a USADIP for an assigned geographic region.

**9-4. Aviation Center.**

a. Mission. Trains military, civilian, and international personnel in aviation and leadership skills; integrates Army aviation warfighting doctrine and requirements determination across the DOTMLPF; manages available resources; and sustains our commitment to the well-being of our Soldiers, civilians, retirees, and families.

b. Organization. The USAAVNC consists of a HQ, special staff, and 13 elements: three training BDEs, a NCOA, the Futures Integration and Synchronization Team (FIST), the Aviation Branch Personnel Propensity Office (ABPPO), four directorates, and three TSMs. The training BDEs are: 1<sup>st</sup> Aviation BDE, 110<sup>th</sup> Aviation BDE, and the U.S. Army Aviation Logistics School (USAALS). The directorates are: Evaluation and Standardization (DES), Training and Doctrine (DOTD), Simulation (DOS), and DCD. The TSMs are: Reconnaissance and Attack, Lift, and UAVs ([see fig 9-3](#)).



**Figure 9-3. Aviation Center**

c. Responsibilities and functions.

- (1) Provide the vision of the future of Army aviation.
- (2) Ensure the Army aviation vision is fully integrated into the Army strategic vision and supports the National Military Strategy (NMS).
- (3) Conduct officer, warrant officer, and NCO professional development training.
- (4) Conduct AIT for all aviation operator and maintainer MOSs.
- (5) Conduct rated and non-rated aircrew member flight training.
- (6) Evaluate, standardize, and accredit the training conducted by subordinate units and Army aviation training sites.
- (7) Integrate, prioritize, and synchronize aviation modernization and transformation issues.
- (8) Develop life cycle models for active and RC aviation commissioned officers, warrant officers, and enlisted Soldiers.

(9) Develop, monitor, and adjust personnel proponent programs; forecast aviation personnel requirements for the Army; and forecast training, distribution, deployment, development, sustainment, and acquisition of aviation personnel.

(10) Develop aviation individual and collective training strategies to implement and advance Army transformation while optimizing resources and technology. Provide warfighting doctrine to support current and future full spectrum operations in a JIM environment.

(11) Develop simulation strategies in support of Army aviation; establish requirements for and coordinate with CAC and ATSC for TADSS; validate, verify, and accredit emerging and fielded TADSS; lead for aviation modeling and simulation issues; provide terrain database and visualization support to operational aviation units worldwide; develop training support packages and aviation training exercises for units deploying in support of contingency operations.

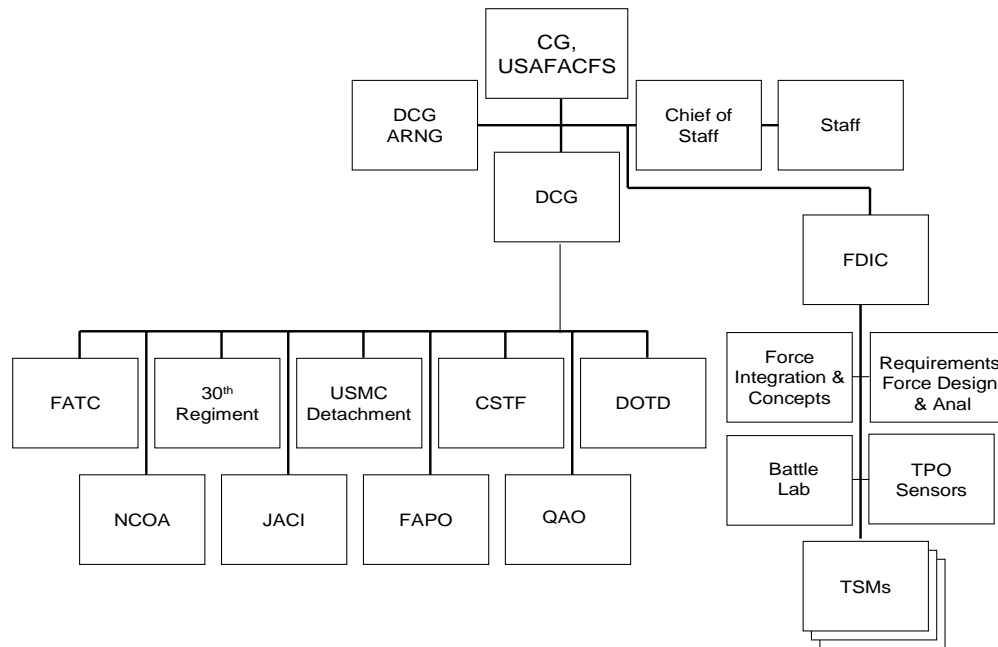
(12) Develop aviation CCP, organizational and force design, and materiel systems requirements to lead the Aviation Branch transition to the Army Modular Force ICW TRADOC FC.

(13) Serve as the lead for all combat development user activities associated with new aircraft systems currently going through the acquisition process including: Apache Longbow, Kiowa Warrior, the new Armed Reconnaissance helicopter, the UH-60, the Light Utility Helicopter, the CH-47, the Future Cargo Aircraft, and UAV systems.

#### **9-5. Field Artillery Center.**

a. Mission. Train and equip Soldiers and Marines; develop leaders; develop fires and effects doctrine for the force; support unit training and readiness; mobilize and deploy operating forces; and maintain installation infrastructure and services.

b. Organization. The USAFACFS consists of a HQ and staff and 10 elements: two training BDEs (Field Artillery Training Center (FATC) and 30th Field Artillery Regiment), a NCOA, Marine Corps Detachment, Counterstrike Task Force (CSTF), the Future Development Integration Center (FDIC), the Field Artillery Proponency Office (FAPO), and three directorates. The FDIC consists of: Force Integration and Concepts, Requirements Force Design and Analysis, Battle Lab, TPO Sensors, and three TSMs. The TSMs are: Cannon, Rocket and Missile Systems, and Field Artillery Tactical Data Systems. The directorates are: DOTD, QAO, and Joint and Combined Integration (JACI) ([see fig 9-4](#)).



**Figure 9-4. Field Artillery Center**

c. Responsibilities and functions.

(1) Ensure the field artillery vision is fully integrated into the Army strategic plan and supports the NMS.

(2) Conduct all levels of military training to train and educate Army field artillery officers and Soldiers.

(3) Develop skilled, adaptive field artillery leaders (enlisted, warrant, and officers) capable of fighting in the current operating environment.

(4) Design field artillery organizations (AC/ARNG) in the Army Modular Force and create a force that operates within a joint context to include fire and effects cells and fires BDEs ICW TRADOC FC.

(5) Provide timely and relevant training and doctrine that builds combat ready field artillery organizations.

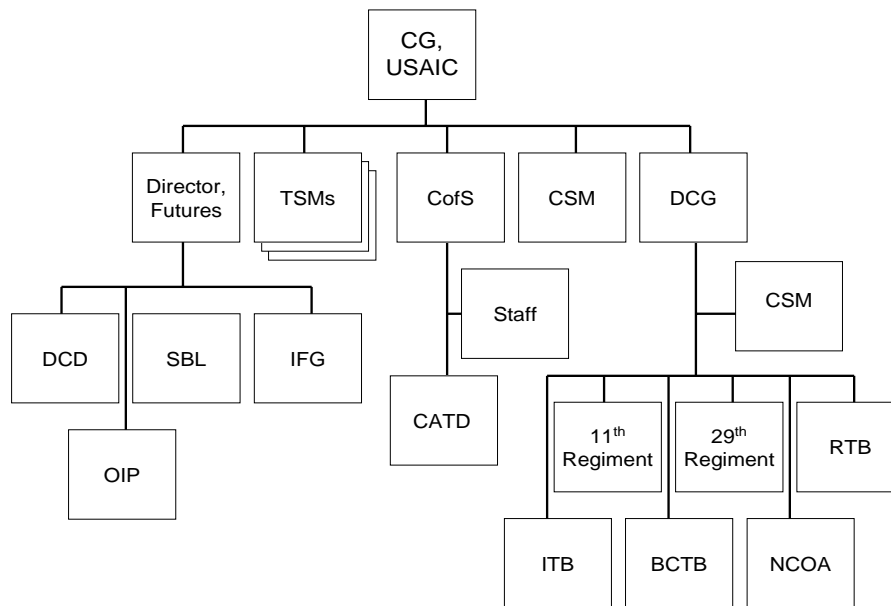
(6) Support mobilization and demobilization of USAR and ARNG Soldiers called to active duty in support of GWOT.

**9-6. Infantry Center.**

a. Mission. Train and develop infantry Soldiers and leaders. Create and evolve infantry doctrine, organizations, training, and leader development through experimentation, innovation,

and lessons learned. Define materiel solutions and facilities requirements for Soldiers and infantry organizations to enable success in training and on the battlefield.

b. Organization. The USAIC consists of a HQ and special staff and 14 elements: five training BDEs, the Henry Caro NCOA, the Office of Infantry Proponency (OIP), four development directorates, and three TSMs. The training BDEs are: 11<sup>th</sup> Infantry Regiment, 29<sup>th</sup> Infantry Regiment, the Ranger Training BDE, the Infantry Training BDE (ITB), and the Basic Combat Training BDE (BCTB). The directorates are: Combined Arms and Tactics (CATD), DCD, the Soldier Battle Lab (SBL), and the Infantry Futures Group. The TSMs are: Stryker/Bradley, Soldier, and Close Combat Missile Systems ([see fig 9-5](#)).



**Figure 9-5. Infantry Center**

c. Responsibilities and functions.

(1) Provide infantry and combined arms doctrine that supports current forces and forms the basis for developing agile and adaptive leaders.

(2) Maintain and update current doctrine by incorporating lessons learned adjustments to the COE and technology. Maintain viable doctrine by defining and anticipating the impact of information, technology, enemy, and policy. Integrate infantry doctrinal developments with the Army Modular Force and transformation initiatives.

(3) Provide the vision of the future of the infantry worldwide and ensure the infantry vision is fully integrated into the Army strategic vision and supports the NMS.

(4) Create and refine infantry organizations to support doctrinal changes and new COE requirements.

(5) Provide the nation with infantry Soldiers and adaptive leaders imbued with the Warrior Ethos.

(6) Evaluate, standardize, and accredit training conducted by subordinate organizations.

(7) Develop individual and collective infantry training strategies to implement and advance Army transformation while optimizing resources and technology.

(8) Develop simulation strategies in support of the infantry.

(9) Develop training support packages for infantry units deploying in support of contingency operations.

(10) Evaluate infantry training devices, training doctrine, instructor load, course loads, leader development, and related facilities required for the Army Modular Force design.

(11) Define infantry requirements for materiel developers to meet the needs of the future force.

(12) Establish requirements for and coordinate with CAC and ATSC for TADDS; validate, verify, and accredit emerging and fielded TADSS; lead for infantry modeling and simulation issues.

(13) Develop infantry CCPs, doctrine, organizational and force design, and materiel systems requirements to lead the Infantry Branch transformation.

(14) Conduct infantry officer and NCO professional development training.

(15) Develop, monitor, and adjust personnel proponent programs; forecast infantry personnel requirements for the Army; and forecast training, distribution, deployment, development, sustainment, and acquisition of infantry personnel.

(16) Evaluate infantry strength for the Army Modular Force rotational and institutional requirements for AC and RC elements.

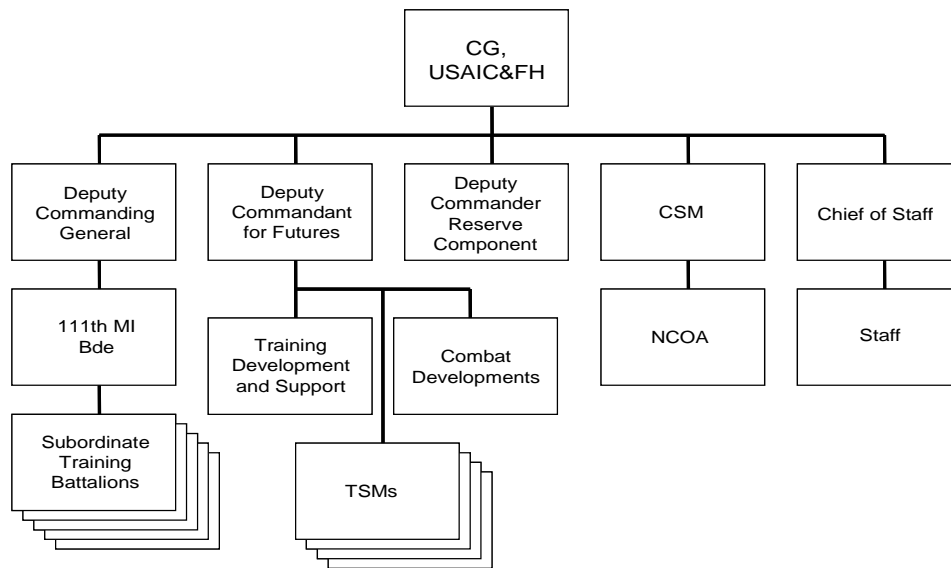
(17) Provide a power generation platform capable of deploying and redeploying Soldiers, civilians, and units anywhere in the world on short notice.

## **9-7. Intelligence Center and School.**

a. Mission. Provide military intelligence (MI) training and doctrine development for the MI force. Serve as an integrator of intelligence throughout the Army in training, doctrine, and future force CCPs.

b. Organization. The USAIC&FH consists of a HQ element and four organizational elements: the Chief of Staff, 111<sup>th</sup> MI BDE, FDIC, and the NCOA. The 111<sup>th</sup> MI BDE consists

of five BNs geographically dispersed across three states. The FDIC consists of a battle command battle lab, two directorates (Training Development and Support and Combat Developments), and four TSMs (JSTARS, Prophet, UAV, and All Source Analysis System) ([see fig 9-6](#)).



**Figure 9-6. Intelligence Center and School**

c. Responsibilities and functions.

(1) Provide mission ready MI Soldiers, competent leaders and civilians, and integrated intelligence capability to Army and JIM forces.

(2) Provide intelligence-related training to multinational, joint, and Army MI and non-MI leaders and forces.

(3) Shape the MI Corps for the future.

(4) Sustain the MI Corps while transforming to the Army Modular Force.

(5) Provide the MI force with integrated intelligence capabilities.

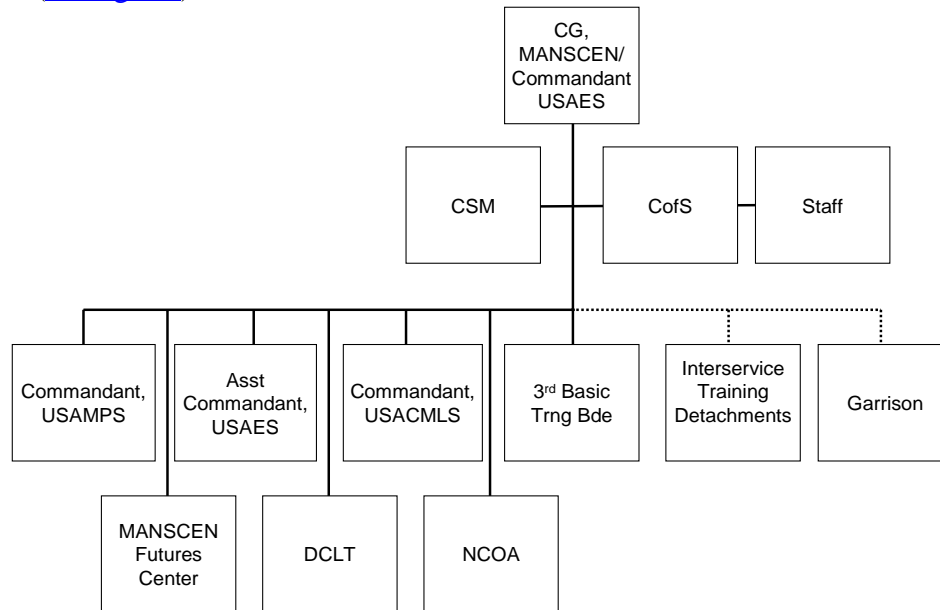
## **9-8. Maneuver Support Center.**

a. Mission. Provide the Nation with combat-ready, values-based Soldiers, leaders, and teams who are trained in basic combat skills and chemical, engineer, military police, and transportation disciplines; and are prepared for success in any operational environment. Develop and integrate CCPs, doctrine, training, force structure, and materiel requirements to support the force and ensure the vitality of the chemical, engineer, and military police regiments.

b. Organization of Maneuver Support Center. The MANSCEN consists of the USACMLS with the 3<sup>rd</sup> Chemical BDE; the USAES with the 1<sup>st</sup> Engineer BDE; the USAMPS with the 14<sup>th</sup>



MP BDE; 3<sup>rd</sup> Basic Training BDE; NCOA and Drill Sergeant School; MANSCEN Futures Center; Directorate of Common Leader Training (DCLT); and four interservice training detachments ([see fig 9-7](#)).



**Figure 9-7. Maneuver Support Center**

c. Responsibilities and functions.

(1) Continually assess operational lessons and the reality of combat in complex and urban terrain in order to provide proactive and responsive support to forward deployed and joint force commanders.

(2) Conduct continuous DOTMLPF capability gap analysis based on the realities of war and operations in complex and urban terrain.

(3) Enable reach-back and provide reach forward to support deployed and deploying units with the MANSCEN institutional knowledge base.

(4) Manage chemical, engineer, and military police branch proponents and schools, NCOA, garrison command, and four training BDEs which train military personnel from all Services and components.

(5) Provide the vision of the future for maneuver support to the Army. Ensure the NMS, Army, and TRADOC strategic visions are integrated into MANSCEN strategic vision.

(6) Ensure combat readiness of assigned deployable units and provide support to mobilizing and/or demobilizing ARNG and reserve component units.

(7) Prepare Soldiers and leaders for war by conducting IMT.

(8) Provide basic combat training, one station unit training (OSUT), and specified AIT to Army enlisted personnel.

(9) Conduct consolidated joint training for the Motor Transport Operator Course.

(10) Conduct selected joint chemical, engineering, and law enforcement training.

(11) Conduct engineer, military police, and chemical Basic Officer Leader Course II and III.

(12) Conduct chemical, engineering, and military police officer and noncommissioned officer training and leader development. Provide common core and combined arms tactical instruction in support of chemical, engineering, and military police officer education courses.

(13) Manage the NCOA and Drill Sergeant School.

(14) Provide training simulation exercise support and digital and conventional communication and fire support training in support of chemical, engineering, and military police OES and NCOES.

(15) Manage the development and quality assurance of all school web-based, computer-based DL courseware and audio-visual products. Integrate life-long learning and Army distributive training technology services.

(16) Integrate current, emerging, and replacement information technologies into training facilities. Operate the Bruce Clarke Library.

(17) Conduct the train the trainer and developer courses and coordinate job specific training for the entire installation workforce.

(18) Manage TRADOC-directed proponent efforts:

(a) Maneuver support concept and CCP.

(b) The Maneuver Enhancement Support BDE Operational and Organizational Concept Plan.

(c) Homeland Security/Weapons of Mass Destruction-Civil Support Teams.

(d) The IED Defeat (Army lead- Engineer School).

(19) Provide support to USAMPS for non-lethal capability developments.

(20) Provide support to CAC as TRADOC's lead for CBRNE HQ.

(21) Develop, coordinate, and integrate specified joint and Army CCPs, architectures, and DOTMLPF requirements and solutions to provide maneuver support capabilities.

(22) Support Army and joint concept development for USACMLS, USAES, and USAMPS and support Commandant, USACMLS as the joint combat developer for CBRN defense.

(23) Support Army transformation by managing, integrating, and refining Army future force operational concept actions for future engineer, military police, chemical forces and the maneuver enhancement BDE as part of the Army Modular Force into a joint war-fighting environment in support of TRADOC Futures Center, CAC, designated joint organizations, and other agencies.

(24) Manage the JCIDS process for USACMLS, USAES, and USAMPS, and Joint Combat Developer for Chemical, Biological, Radiological, and Nuclear Defense (JCD-CBRND).

(25) Conduct experimentation of appropriate future force concepts, prototypes, and unmanned systems IAW the ACDEP.

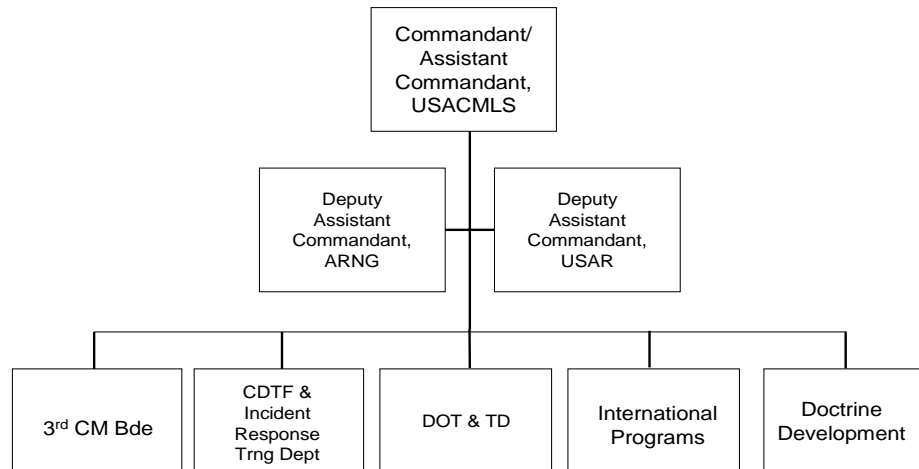
(26) Manage the Joint Robotic Program Modeling, Simulation, and Analysis Center and Fort Leonard Wood National Unmanned Systems Experimentation Environment site in support of DOD for joint unmanned systems.

(27) Develop organizational and materiel change recommendations for USACMLS, USAES, and USAMPS, and JCD-CBRND.

d. Chemical School.

(1) Mission. The USACMLS trains the Army's Chemical Corps Soldiers; develops leaders; supports training in units; develops joint, multi-service, and Army doctrine; transforms the future Army chemical force; and is the joint combat developer for the Joint Chemical, Biological, Radiological, and Nuclear Defense Program.

(2) Organization. The USACMLS consists of a headquarters and support staff; the 3<sup>rd</sup> Chemical (CM) BDE consisting of three training BNs (82<sup>nd</sup> CM Battalion (BN), 84<sup>th</sup> CM BN, and the 58<sup>th</sup> Trans BN); the Chemical Defense Training Facility (CDTF) and the Incident Response Training Department; the Directorate of Training and Training Development (DOT&TD); Doctrine Development; International Programs; the Deputy Assistant Commandant for the USAR; and the Deputy Assistant Commandant for the ARNG ( [see fig 9-8](#)).



**Figure 9-8. Chemical School**

(3) Responsibilities and functions.

(a) Provide the vision of the future of the Army Chemical Corps. Ensure the NMS and the Army strategic vision are fully integrated into the chemical vision.

(b) Conduct officer and noncommissioned officer professional development training. Conduct OSUT for all chemical Soldiers. Provide the Army with a highly trained corps of CBRN experts to advise commanders and staffs at all levels in the DOD and to lead chemical units.

(c) Evaluate, standardize, and accredit the training conducted by subordinate units and MTTs.

(d) Develop and maintain quality training and employment of AC and RC chemical commissioned officers, NCOs, and enlisted Soldiers.

(e) Develop, monitor, and adjust personnel proponent programs; forecast chemical personnel requirements for the Army; and forecast training, distribution, deployment, development, sustainment, and acquisition of chemical personnel.

(f) Develop individual and collective training strategies to implement and advance Army transformation while optimizing resources and technology.

(g) Provide chemical warfighting doctrine to support current and future full spectrum operations in a JIM environment.

(h) As chemical branch proponent, approve CBRN defense and obscuration/flame weapons concepts, organizations, and materiel requirements.

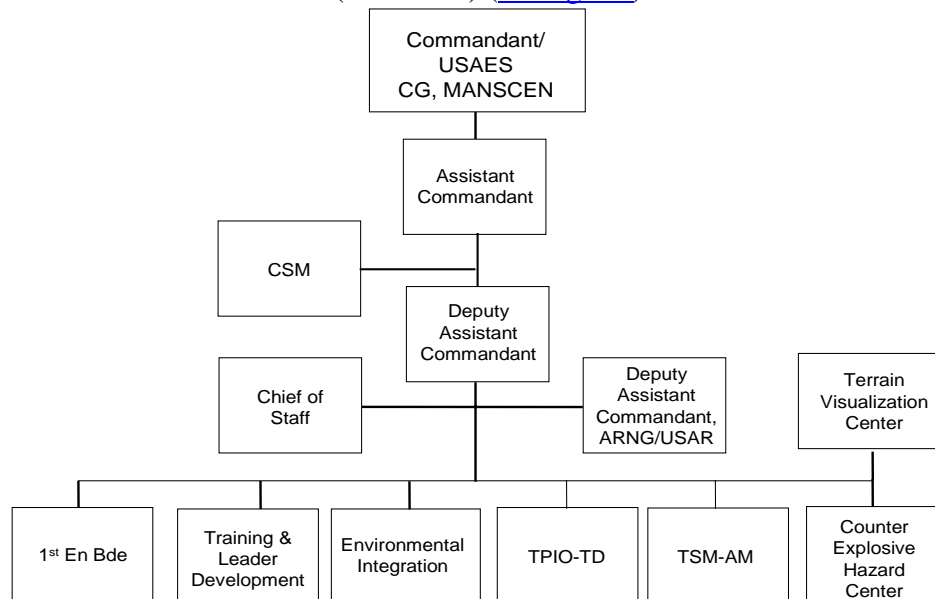
(i) As the joint combat developer, execute experimentation, threat analysis, and other combat development tasks as directed by the Director, Joint Requirements Office, CBRN Defense (J-8).

(j) Integrates all DOTLMPF solutions and products related to CBRN defense, obscuration, and flame weapons.

e. Engineer School.

(1) Mission. The USAES trains the Army's Engineer Soldiers, develops leaders, supports training in units, develops joint, multi-service, and Army doctrine, transforms the future Army Engineer force, and is the Army Lead for IED Defeat.

(2) Organization. The USAES consists of a headquarters and support staff; the Deputy Assistant Commandant for the Reserve Component and the Deputy Assistant Commandant for the ARNG; the 1<sup>st</sup> Engineer (EN) BDE consisting of three training BNs (35<sup>th</sup> EN BN (OSUT), 169<sup>th</sup> EN BN, and the 577<sup>th</sup> EN BN); the Directorate of Training & Leader Development; the Directorate of Environmental Integration; the Counter Explosive Hazard Center; and the Terrain Visualization Center. The USAES provides command and control for the TSM-Assured Mobility and the TPIO-Terrain Data (TPIO-TD) ([see fig 9-9](#)).



**Figure 9-9. Engineer School**

(3) Responsibilities and functions.

(a) Provide the vision of the future of the Army Engineer Corps. Ensure the NMS and Army strategic vision are fully integrated into the engineer vision.

(b) Conduct officer and NCO professional development training. Conduct OSUT for all engineer Soldiers. Provide the Army with expert engineers to advise commanders and staffs, at all levels in the DOD, and to lead engineer units.

(c) Evaluate, standardize, and accredit the training conducted by subordinate units and MTTs.

(d) Develop and maintain quality training and employment of active and RC engineer commissioned officers, NCOs, and enlisted Soldiers.

(e) Develop, monitor, and adjust personnel proponent programs; forecast engineer personnel requirements for the Army; and forecast training, distribution, deployment, development, sustainment, and acquisition of engineer personnel.

(f) Develop individual and collective training strategies to implement and advance Army transformation while optimizing resources and technology.

(g) Provide warfighting doctrine to support current operations in complex and urban terrain and future full spectrum operations in a JIM environment.

(h) Represent the proponent and the engineer Soldier at all levels for system development, testing, and fielding as assigned. Integrate combat development, training development, logistics, and doctrinal considerations throughout the engineer force for assigned systems. Coordinate with material developers ensuring integration of doctrine, training, organizational concepts, and materiel requirements for assigned systems.

(i) Develop expertise in countermine and counter booby trap techniques to protect the force and defeat mine and explosive hazard threats. Maintain superiority in all facets of countermine warfare including resident and reach-back technical capabilities. Influence the science and technology community in selecting promising countermine technologies to evaluate and procure new materiel to counter threat mine and explosive hazards threat.

(j) Develop, coordinate, and synchronize all Army digital terrain data requirements for current and future forces. Ensure terrain visualization and terrain data capabilities are implemented in exercises, experiments, combat developments, training and modeling, and simulations.

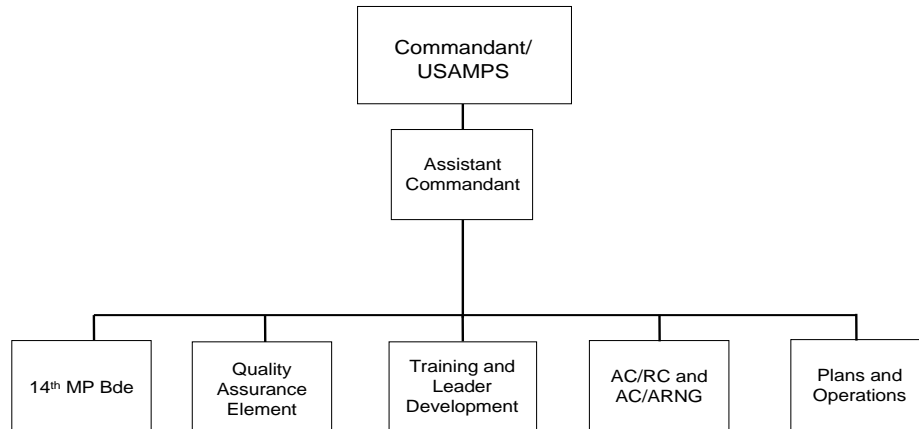
(k) Develop DOTMLPF solutions for geospatial requirements.

(l) Develop and integrate environmental considerations across DOTMLPF.

f. Military Police School.

(1) Mission. The USAMPS trains and prepares Soldiers, NCOs, warrant officers, and commissioned officers to make an immediate contribution to the combat and combat support mission of their next unit of assignment. Designs and develops the future capabilities of the Army MP Corps to enhance its role as a combat multiplier to the combatant commander. Support the MP Corps Regiment by promoting and sustaining the heritage and traditions of the Corps.

(2) Organization. The USAMPS consists of a headquarters and support staff, the 14<sup>th</sup> MP BDE consisting of four training BNs (701<sup>st</sup> MP BN, 787<sup>th</sup> MP BN, 795<sup>th</sup> MP BN, and the 2/100<sup>th</sup> MP BN) and four directorates (Quality Assurance Element, Training & Leader Development, AC/RC and AC/ARNG, and Plans and Operations) ([see fig 9-10](#)).



**Figure 9-10. Military Police School**

(3) Responsibilities and functions.

(a) Provide the vision of the future for the Army Military Police. Ensure the NMS and Army strategic vision are fully integrated into the MP vision.

(b) Conduct officer, warrant officer, and NCO professional development training.

(c) Conduct OSUT for all MP Soldiers.

(d) Evaluate, standardize, and accredit the training conducted by subordinate units and MTTs.

(e) Develop and maintain quality training and employment of active and RC MP commissioned officers, warrant officers, NCOs, and enlisted Soldiers.

(f) Develop, monitor, and adjust personnel proponent programs; forecast MP personnel requirements for the Army; and forecast training, distribution, deployment, development, sustainment, and acquisition of MP personnel.

(g) Develop individual and collective training strategies to implement and advance Army transformation while optimizing resources and technology. Provide warfighting doctrine to support current and future full spectrum operations in a JIM environment.

(h) Develop MP simulation strategies. Develop training support packages and MP training exercises for units deploying in support of contingency operations.

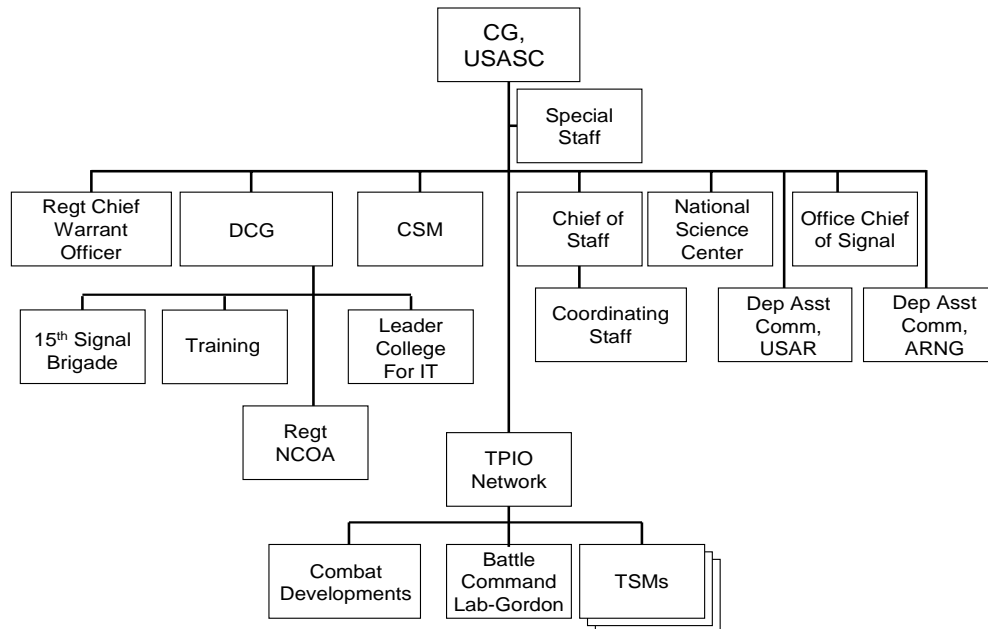
(i) Serve as the Army lead for physical security and non-lethal capabilities development.

## **9-9. Signal Center.**

a. Mission. Trains Soldiers, Sailors, Airmen, and Marines on the installation, operation, and maintenance of signal and ordnance electronics systems; develops and educates leaders; supports

training in operational units; develops doctrine; assists in the integration of Army networks; is the architect for the Army's LandWarNet.

b. Organization. The USASC consists of a headquarters and support staff and 12 organizational elements: Office Chief of Signal, National Science Center, TPIO Network, the Directorate of Training, the 15th Regimental Signal BDE, Leader College for Information Technology, and the Regimental NCOA. The TPIO Network includes the Directorate of Combat Developments, Battle Command Battle Lab-Gordon, and three TSMs. The three TSMs are: Warfighter Information Network-Tactical, Tactical Radios, and Satellite ([see fig 9-11](#)).



**Figure 9-11. Signal Center**

c. Responsibilities and functions.

(1) Produce expeditionary warriors with full spectrum competencies necessary to live the Soldier's Creed and contribute successfully to their first unit of assignment. Create a tough, realistic, and net centric environment that provides realistic training focused on technical and tactical communications skills, knowledge, and abilities for signal Soldiers, NCOs, and officers (warrant and commissioned).

(2) Provide leader professional development and technical training for communications and information technology professionals from the U.S. Army, other Services, and foreign countries.

(3) Train information technology to student personnel in area of concentration, FA, MOS, and functional courses. Manage training, conduct resident instruction, and provide the curriculum for non-resident instruction for signal Soldiers, NCOs, and officers from both active and reserve components.

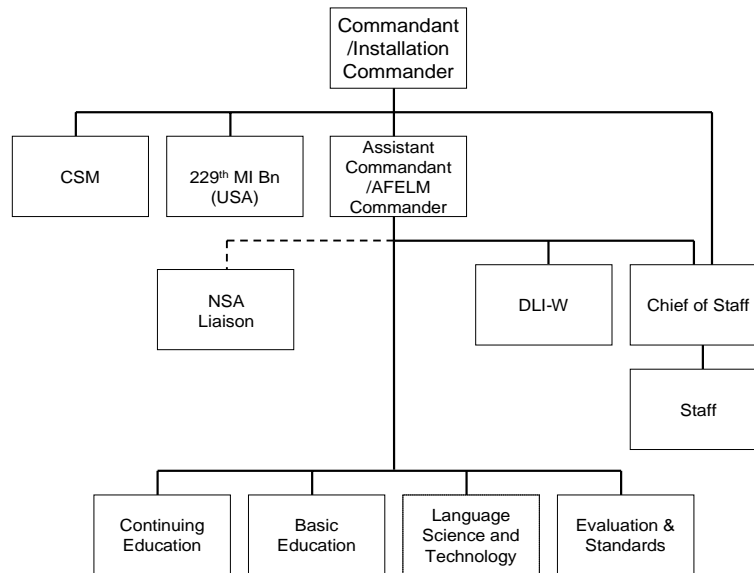
(4) Design and develop signal programs of instruction and training support packages.



- (5) Develop lifelong learning programs and materials in support of resident and nonresident signal training programs.
- (6) Manage the signal personnel force integration, synchronizing personnel systems with evolving DOTMLPF to ensure personnel force designs meet force requirements.
- (7) Develop signal training documents and budget and resource requirements. Manage the training plans and programs required to operate, maintain, and support new information technology and communications equipment and systems for military personnel.
- (8) Provide staff management for the development, acquisition, and fielding of selected signal major acquisition programs.
- (9) Integrate the acquisition of ideas, the development of future concepts, and the application of evolving signal technologies to improve the warfighting effectiveness of commanders and staffs. Team with combat developer, training developer, materiel developer, sponsors, industry, and other battle labs for conduct of warfighting experiments to ensure efficient use of resources and proper analysis techniques.
- (10) Formulate and develop C4 experiments that support concepts, doctrine, organizations force structure, and materiel requirements in support of Army and joint C4ISR requirements ICW CAC and the TRADOC FC.
- (11) Ensure the ARNG and USAR are totally integrated in policies and processes involving signal readiness, training, force structure, equipment distribution, doctrine, and combat developments.

#### **9-10. Defense Language Institute Foreign Language Center.**

- a. Mission. Produce operationally proficient military linguists to meet the needs of the Services, the National Security Agency (NSA), and the DOD and national intelligence communities.
- b. Organization. The DLIFLC consists of a HQ and four elements: Basic Education, Continuing Education, Language Science and Technology, and Evaluation and Standards ([see fig 9-12](#)).



**Figure 9-12. Defense Language Institute Foreign Language Center**

c. Responsibilities and functions.

(1) Provide resident basic, advanced, and specialty foreign language education and training at DLIFLC.

(2) Provide contracted foreign language education through the Defense Language Institute - Washington (DLI-W) Office.

(3) Provide refresher and enhancement training via distance learning and video tele-training.

(4) Provide assistance to all command language programs DOD-wide.

(5) Provide refresher, sustainment, and survival language training via MTTs.

(6) Develop, update, and manage Defense Language Proficiency Tests for DOD.

(7) Develop Defense Language Aptitude Battery for testing of prospective linguists.

(8) Provide technical advice and coordination on all proposals to establish foreign language training programs within the DOD.

(9) Develop language survival kits for use by deploying units.

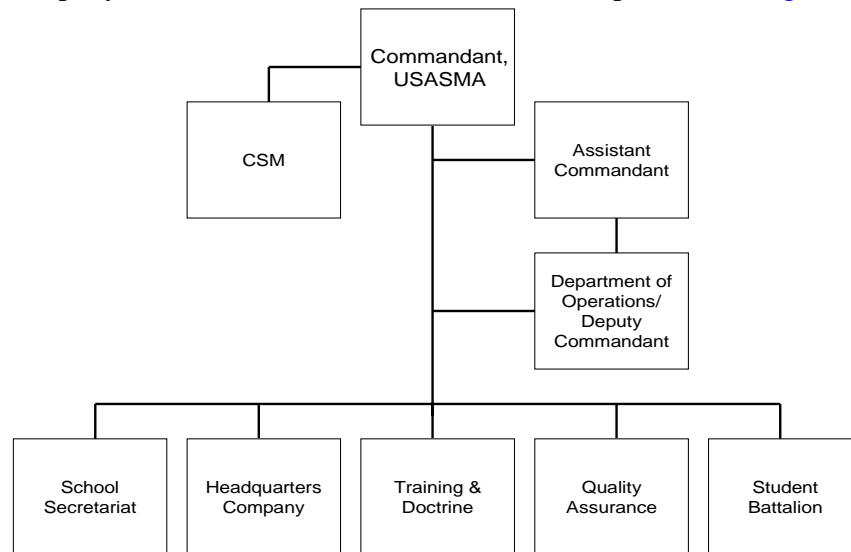
(10) Conduct foreign language research and development to meet DOD-wide requirements.

(11) Exercises technical control over the Defense Foreign Language Program.

### 9-11. United States Army Sergeants Major Academy.

a. Mission. Serves as the TRADOC lead for the NCOES and ensures quality training, education, and professional development for the Army NCO Corps.

b. Organization. The USASMA consists of a HQ and support staff and five elements: School Secretariat section, Directorate of Training and Doctrine, the QAO, a Headquarters and Headquarters Company, and a Student BN with A and B Companies ([see fig 9-13](#)).



**Figure 9-13. United States Army Sergeants Major Academy**

c. Responsibilities and functions.

(1) Ensure NCO training and education is progressive and sequential and meets the current and future needs of NCOs. Monitor compliance with common core training guidance executed by branch schools and NCOAs.

(2) Serve as the lead for: Sergeants Major Course (Resident and Nonresident); Command Sergeants Major Course; First Sergeant Course (resident and video tele-training (VTT)); Battle Staff NCO Course (resident and VTT); Command Sergeants Major Spouses Seminar; Spouse Leadership Development Course; Sergeants Major (International Fellows) Pre-course; Basic NCO Course (Common Core) (VTT); PLDC; Basic NCO Course Common Core; and Advanced NCO Course (ANCOC) Common Core.

(3) Operate and maintain the Army Museum of the NCO.

(4) Publish the NCO Journal for TRADOC.

(5) Accredite all NCOAs worldwide for TRADOC.

(6) Develop future strategies for NCOES training ICW CAC.

(7) Develop, publish, and maintain FM 7-22.7 and FM 7-21.13.

(8) Develop, maintain, and sponsor the NCO.net.

(9) Triennially, conduct task selection boards, based on current survey input from the field, to determine critical common tasks to be trained at all organization levels or in NCOES functional courses.

(10) Develop, validate, approve, and distribute all NCOES common and NCO functional course courseware products to include course management plans and implementing instructions for schools and academies.

(11) Evaluate the quality of NCO training, effectiveness of graduates, and the appropriateness of training support materials.

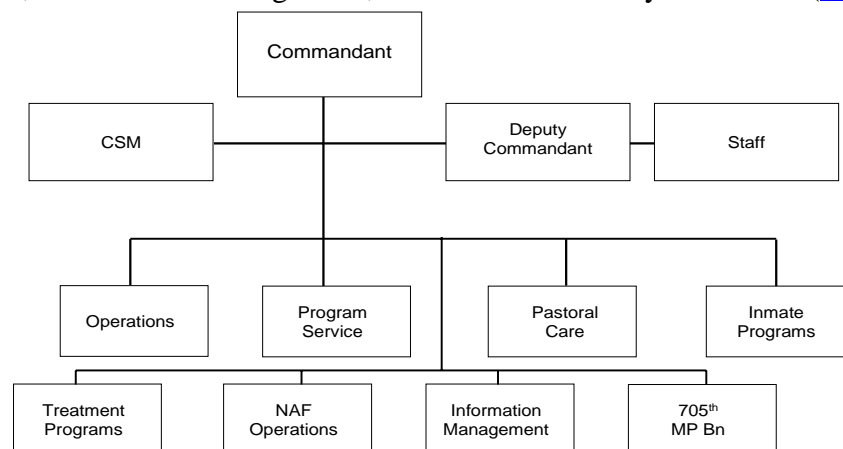
(12) Budget for the maintenance of NCO common core responsibilities and conduct long-range planning to forecast training needs. Provide administrative and logistical support of staff, faculty, units, and other personnel assigned to the school for duty.

(13) Develop an instructor certification program for instructors teaching MOS reclassification and for small group instructors teaching leader development courses.

## 9-12. United States Disciplinary Barracks.

a. Mission. Incarcerate U.S. military prisoners sentenced to long terms of confinement. Conduct correctional and treatment programs to maintain good order and discipline and reduce recidivism upon release. Provide correctional specialist subject matter experts to the Army in support of the GWOT. Provide correctional expertise support to the U.S. Navy, U.S. Marines, U.S. Air Force, and Provost Marshal General.

b. Organization. The USDB consists of a HQ and support staff and eight organizational elements: Operations, Program Service, Pastoral Care, Inmate Programs, Treatment Programs, NAF Operations, Information Management, and the 705<sup>th</sup> Military Police BN ([see fig 9-14](#)).



**Figure 9-14. United States Disciplinary Barracks**

c. Responsibilities and functions.

(1) Serves as the only DOD maximum-security correctional facility incarcerating armed forces personnel.

(2) Fulfills USC Title 10, UCMJ, and all other DOD directives and regulations to educate, train, and rehabilitate inmates.

(3) Provides subject matter experts in high-risk detainee operations to the Army in support of the GWOT.

(4) Provides personnel to support the force protection program of the senior mission commander at Fort Leavenworth.

(5) Assists USAMPS in the development and review of doctrine and TTPs for the MP interment and resettlement operations mission.

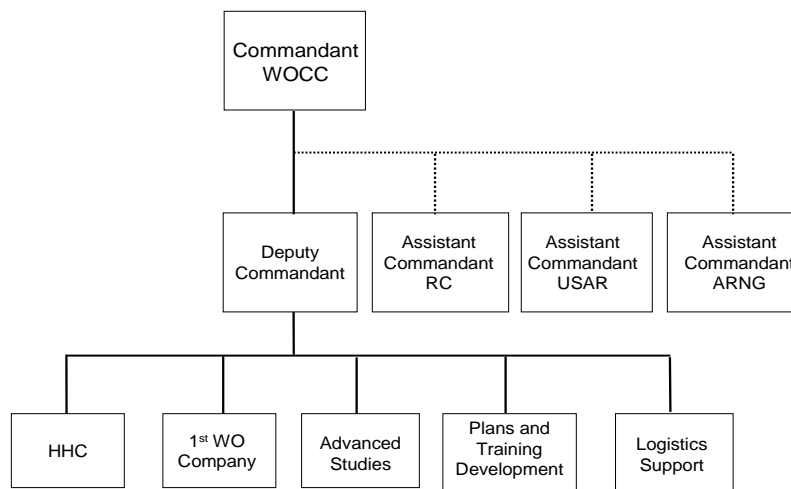
(6) Maintains correctional liaison elements with the U.S. Navy (Charleston, SC), Marine Corps (Camp Lejeune, NC and Quantico, VA) and DOD (Pentagon).

(7) Coordinates with HQ TRADOC Command Provost Marshal Directorate for management and execution of the Corrections Program.

### 9-13. Warrant Officer Career Center.

a. Mission. Provide leadership and supervision for pre-appointment training for all warrant officer candidates and TRADOC institutional common core training to senior warrant officers of all components. Serve as the TRADOC lead for all warrant officer active and RC training matters.

b. Organization. The WOCC consists of the headquarters and five elements: Headquarters and Headquarters Company, 1st Warrant Officer Company, Advanced Studies Branch, Plans and Training Development Branch, and Logistics Support Branch ([see fig 9-15](#)).



**Figure 9-15. Warrant Officer Career Center**

c. Responsibilities and functions.

(1) Support GWOT through the integration of lessons learned from current Army operations.

(2) Serve as the lead for: Warrant Officer Senior Staff Course, Warrant Officer Staff Course, prerequisite studies phase of the Warrant Officer Advanced Course, Warrant Officer Candidate School (WOCS), and WOCS Cadre Certification Training.

(3) Serve as TRADOC lead for warrant officer common core leader development and education for all components.

(4) Accredite all warrant officer training by evaluating the quality, effectiveness, and appropriateness of training and the success of graduates in performing to expected standards.

(5) Ensure warrant officer training and education is progressive and sequential and meets the current and future needs of warrant officers.

(6) Conduct task selection boards for WO courses. Based upon current survey input from the field, determine critical common tasks to be trained at all organizational levels or in warrant officer functional courses.

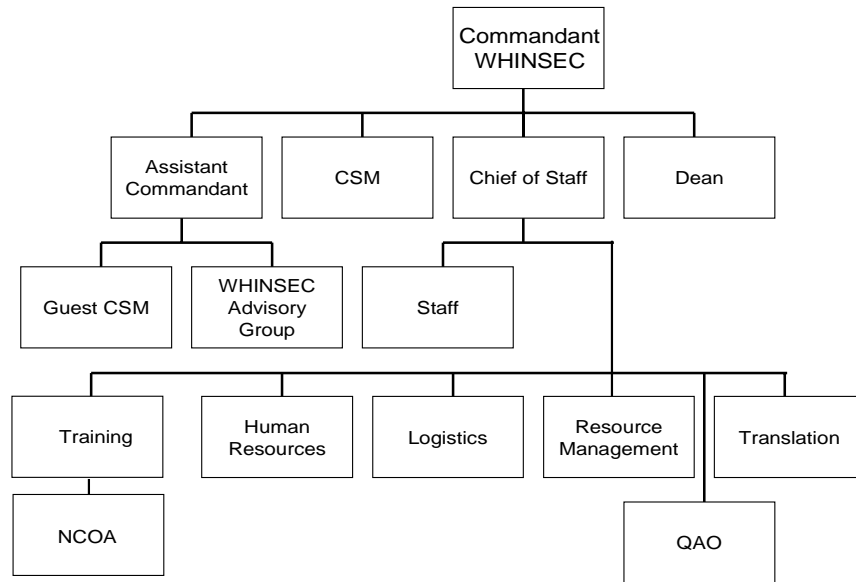
(7) Budget for the maintenance of core responsibilities; conduct long-range and short-range planning to forecast training needs; and provide administrative and logistical support to staff, faculty, units, and other personnel assigned to the school for duty.

(8) Plan and coordinate the American Council on Education (ACE) evaluation visits to obtain graduate and undergraduate level accreditation of WO course content.

**9-14. Western Hemisphere Institute for Security Cooperation.**

a. Mission. Educates and trains military, law enforcement, and civilian personnel of the Western Hemisphere. Promotes democratic values, respect for human rights, and knowledge and understanding of U.S. customs and traditions in order to foster mutual knowledge, transparency, confidence, and cooperation among the participating nations.

b. Organization. The WHINSEC consists of the command group, the Roy Benavidez NCOA, a Quality Assurance Office, and five directorates. The directorates are: Human Resources, Logistics, Resource Management, Translation, and Training ([see fig 9-16](#)).



**Figure 9-16. Western Hemisphere Institute for Security Cooperation**

c. Responsibilities and functions.

(1) Ensure the vision of WHINSEC fully integrates the NMS and the strategic objectives of the U.S. Northern Command (USNORTHCOM) and U.S. Southern Command (USSOUTHCOM).

(2) Conduct professional development training for officers, warrant officers, NCOs, and civilian representatives of foreign ministries of defense.

(3) Conduct mandatory human rights, armed forces, and democracy training, the rule of law, due process, civilian control of the military, and the role of the military in a democratic society.

(4) Ensure the curriculum includes instruction and other educational and training activities on the following: leadership development, counter-drug operations, peace support operations, and disaster relief.

(5) Analyze specific training and/or education requirements and re-design courses as required in order to offer the latest doctrinal updates to the students.

(6) Conduct the DOD-sponsored Field Studies Program.

(7) Ensure all of the congressionally-mandated federal oversight committee (the Board of Visitors) requirements, as dictated by law, are met.

(8) Interact with representatives of the nations of the Western Hemisphere in order to promote the strategic objectives as established by the State Department, the NMS, and the objectives of the USNORTHCOM and USSOUTHCOM.

(9) Transform WHINSEC officer and noncommissioned officer PME courses to meet the requirements of the Army's educational systems for military education level and JPME.

(10) Develop requirements and obtain resources for follow-on contracts to continue ILE transformation (curriculum development and integration, translation, instructional support, continued knowledge management, and curriculum update programs).

(11) Plan and coordinate the ACE evaluation visit in order to further attain graduate and undergraduate level accreditation of courses offered at the WHINSEC.

(12) Coordination with the U.S. military group commanders in the region in order to provide in-country educational opportunities as required and remain cognizant of regional affairs.

(13) Maintain relationships on educational issues with the ACE, Troy State University, Norwich University, Webster University, and Florida International University.

---

## **Chapter 10**

### **Coordinating Instructions**

**10-1. Coordination.** Communications and coordination are tasks that affect everything CAC does. The following considerations are included to assist in ensuring effective communications and coordination.

a. Within the lead and assist framework, the lead organization has the inherent responsibility to ensure the accomplishment of all required communications and coordination, both within the parent organization, with external and higher organizations, and across the command, before recommending approval of policy or guidance, generating a tasking, or beginning to implement a command initiative.

b. Balance the extent of coordination against the time available for the input. That is, coordination required in a short period of time must include, as a minimum, the organizations affected by the outcome or that have information that could affect the potential decision. Similarly, limiting the number of organizations that coordinate on a product to generate a faster response, but omitting an organization that has a new or different perspective which improves the capability or initiative is not in the best interests of the command.

c. Examine actions to determine whether they involve routine coordination or require a tasking. If the action requires coordination outside of the originating organization, the originator must balance the additional workload and the level of coordination needed before deciding whether to work through the CAC G-3 staff action channel. Synchronization and integration between action officers across organizational boundaries would represent routine coordination, not generating a staff action. The same holds true for division-level coordination across organizational boundaries in the development or staffing of guidance, policy, or an initiative.



**10-2. Taskings.** The tasking authorities in CAC are the CofS, SGS, and the CAC G-3.

a. For actions developed within CAC that require tasking, the responsibility to develop the tasking lies with the lead organization. The lead organization conducts mission analysis, course of action development, decision making development through the proper authority, and production of the tasking. It is then processed through the CAC G-3.

b. The CAC SGS will process, disseminate, and track to completion taskings developed by CG, CAC; the CAC CofS; and all taskings originating from TRADOC SGS. The CAC SGS will also process, disseminate, and track to completion taskings from the HQ CAC staff, except those initiated by the CAC G-3. The SGS will inform CAC G-3 of all assigned taskings.

c. The CAC SGS will process taskings through TRADOC DCSOPS&T for organizations external to CAC.

d. The CAC G-3 is authorized to task CAC MSOs and the schools, centers and activities under the direct authority of CAC.

e. Except those actions described in subparagraph b above, CAC G-3 will process, synchronize, disseminate and track to completion all operational and organizational taskings from HQ TRADOC and external agencies. Point of entry is CAC G-3 Admin.

## **Appendix A**

### **References**

#### **Section I**

##### **Required Publications**

TR 10-5  
U.S. Army Training and Doctrine Command

#### **Section II**

##### **Related Publications**

AR 5-22  
The Army Proponent System

AR 350-1  
Army Training and Education

AR 350-10  
Management of Army Individual Training Requirements and Resources

AR 350-18  
The Army School System (TASS)

AR 350-50  
Combat Training Center Program

AR 350-70  
Systems Approach to Training Management, Processes, and Products

AR 600-3  
The Army Personnel Proponent System

AR 600-8 Series  
Personnel

FM 1  
The Army

FM 1-02  
Operational Terms and Graphics  
FM 3-0  
Operations

FM 3-06  
Urban Operations

FM 3-07  
Stability Operations and Support Operations

FM 3-07.10  
Force Protection

FM 3-07.22  
Counterinsurgency Operations  
FM 3-12  
Operational Aspects of Radiological Defense

FM 3-13  
Information Operations

FM 3-16  
Multinational Operations

FM 3-50.1  
Personnel Recovery

FM 3-52  
Army Airspace Command and Control in a Combat Zone

FM 3-55  
Reconnaissance Operations

FM 3-90  
Tactics

FM 3-90.3  
The Mounted Brigade Company Team

FM 3-90.15  
Tactics, Techniques, and Procedures for Tactical Operations Involving Sensitive Sites

FM 3-90.100  
Army Standard Operating Procedures

FM 3-91  
Division Operations

FM 3-92  
Corps Operations

FM 3-93  
The Army in Theater Operations

FM 3-97.6  
Mountain Operations

FM 3-97.11  
Cold Weather Operations

FM 5-0  
Planning

FM 6-0  
Mission Command: Command and Control of Army Forces

FM 6-0.6  
TTP for CP Operations

FM 6-22  
Army Leadership

FM 6-22.5  
Combat Stress

FM 6-99.2  
US Army Report and Message Formats

FM 7-0  
Training the Force

FM 7-1  
Battle Focused Training

FM 7-15  
The Army Universal Task List

FM 7-21.13  
The Soldier's Guide

FM 7-22.7  
The Army Noncommissioned Officer Guide

TR 25-30  
Preparation, Production, and Processing of Armywide Doctrinal and Training Literature (ADTL)

TR 25-35  
Preparing and Publishing United States Army Training and Doctrine Command (TRADOC)  
Administrative Publications

TR 25-36  
The TRADOC Doctrinal Literature Program

TR 71-12  
TRADOC System Management

TR 350-70  
Systems Approach to Training (SAT) Management, Processes, and Products

### **Section III**

#### **Referenced Forms**

DA Form 260  
Request for Printing of Publication

DA Form 1045  
Army Ideas for Excellence Program (AIEP) Proposal

DA Form 2028  
Recommended changes to Publications and Blank Forms

---

## Glossary

### Section I Abbreviations

A2C2	Army Airspace Command and Control
A2C2S	Army Airborne Command and Control System
AAR	after action review
ABCA	American, British, Canadian, and Australian
ABCS	Army Battle Command System
ABPPO	Aviation Branch Personnel Proponency Office
AC	Active Component
ACDEP	Army Concept Development Experimentation Plan
ACE	American Council on Education
ACP	Army Campaign Plan
ACTEDS	Army Civilian Training Education and Development System
ADA	Air Defense Artillery
ADL	advanced distributed learning
ADTS	Army Digital Training Strategy
AG	Adjutant General
AID	Analysis and Integration Division
AIEP	Army Ideas for Excellence Program
AIMD	Architecture Integration and Management Directorate
AIT	advanced individual training
AJST	Army Joint Support Team
AMSC	Army Management Staff College
AMSP	Advanced Military Studies Programs
ANCOC	Advanced NCO Course
AoA	analysis of alternatives
AOASF	Advanced Operational Art Studies Fellowship
AOWC	Advanced Operations and Warfighting Course
APP	Allied Procedural Publication
ARFOR	Army forces
ARNG	Army National Guard
ASAT	Automated Systems Approach to Training
ASCC	Army service component command
ATEC	Army Test and Evaluation Command
ATIA	Army Training Information Architecture
ATIA-M	Army Training Information Architecture - Migrated
ATRRS	Army Training Requirements and Resources System
ATSC	Army Training Support Center
AUTL	Army Universal Task List
AVCATT	Aviation Combined Arms Tactical Trainer
AY	academic year
BC	battle command
BCBL	Battle Command Battle Lab

BCBST	battle command battle staff training
BCCD	Battle Command Combat Developments
BCKS	Battle Command Knowledge System
BCSE	battle command, simulation, and experimentation
BCT	brigade combat team
BCTB	Basic Combat Training Brigade
BCTID	Battle Command Training and Integration Division
BCTP	Battle Command Training Program
BDE	brigade
BN	battalion
BSTD	Battle Staff Training Division
C2	command and control
C4	command, control, communications, and computers
C4I	command, control, communications, computers, and intelligence
C4ISR	command, control, communications, computers, intelligence, surveillance, and reconnaissance
CA	Combined Arms
CAAT	collection and analysis team
CAC	Combined Arms Center
CAC-T	Combined Arms Center - Training
CADD	Combined Arms Doctrine Directorate
CAF	central adjudication facility
CAL	Center for Army Leadership
CALL	Center for Army Lessons Learned
CAPO	Cavalry and Armor Proponency Office
CARL	Combined Arms Research Library
CASCOM	Combined Arms Support Command
CATD	Combined Arms Tactics Directorate
CATS	Combined Arms Training Strategy
CBRNE	chemical, biological, radiological, nuclear, and high-yield explosives
CCC	Captain's Career Course
CCP	concept capability plan
CCW	Command and Control Wing
CDD	capability development document
CDR	course design review
CDTF	Chemical Defense Training Facility
CES	Civilian Education System
CF	career field
CG	Commanding General
CGSC	Command and General Staff College
CGSOC	Command and General Staff Officer Course
CGSS	Command and General Staff School
CIC	Curriculum Integration Committee
CID	combat identification
CM	chemical
COC	council of colonels

CofS	Chief of Staff
COE	contemporary operating environment
COST	Contemporary Operations Studies Team
CPD	capability production document
CPOF	command post of the future
CSI	Combat Studies Institute
CSM	Command Sergeant Major
CSS	combat service support
CSTF	Counterstrike Task Force
CTAC	Center for Army Tactics
CTC	combat training center
CTCD	Combat Training Center Directorate
CTD	Collective Training Directorate
CTS	common teaching scenario
DA	Department of the Army
DC	Deputy Commandant
DCD	Directorate of Combat Developments
DCG	Deputy Commanding General
DCLT	Directorate of Common Leader Training
DCR	DOTMLPF change recommendation
DCSINT	Deputy Chief of Staff for Intelligence
DCSOPS&T	Deputy Chief of Staff for Operations and Training
DCSRM	Deputy Chief of Staff for Resource Management
DES	Directorate of Evaluation and Standardization
DL	distance learning
DLDC	Digital Leader Development Center
DLI-W	Defense Language Institute - Washington
DLIFLC	Defense Language Institute Foreign Language Center
DOD	Department of Defense
DOIM	Directorate of Information Management
DOS	Directorate of Simulation
DOT&TD	Directorate of Training and Training Development
DOTD	Directorate of Training and Doctrine
DOTDLD	Directorate of Training, Doctrine, and Leader Development
DOTMLPF	doctrine, organization, training, materiel, leadership and education, personnel, and facilities
DRM	Directorate of Resource Management
DTFI	Directorate of Total Force Integration
DTMS	Digital Training Management System
DTMSD	Digital Training Management System Division
EN	engineer
EW	electronic warfare
FA	functional area
FAM	Frontier Army Museum
FAPO	Field Artillery Proponency Office
FATC	Field Artillery training Center

FC	Futures Center
FCS	Future Combat Systems
FDIC	Future Development Integration Center
FDU	force design update
FID	Futures Integration Directorate
FIST	futures integration and synchronization team
FM	field manual
FOC	full operational capability
FORSCOM	U.S. Forces Command
FSD	Faculty and Staff Development Division
GCCS-A/MCS	Global Command and Control System-Army/Maneuver Control System
GO	general officer
GWOT	Global War on Terrorism
HHD	headquarters, headquarters detachment
HQ	headquarters
HQDA	Headquarters, Department of the Army
HRC	Human Resources Command
HRD	Human Resources Directorate
HS/DTD	Home Station/Deployed Training Division
IA	information assurance
IAW	in accordance with
ICD	initial capabilities document
ICW	in coordination with
IDEP	Institutional Digital Education Plan
IED	improvised explosive device
IG	Inspector General
ITB	Infantry Training Brigade
ILE	intermediate level education
IMA	Installation Management Agency
IMS	international military student
IMSD	International Military Student Division
IMT	initial military training
IO	information operations
IPT	integrated product team
JA	judge advocate
JACI	Joint and Combined Integration
JADD	Joint and Allied Doctrine Division
JAGOG	Joint Air Ground Operations Group
JC2	joint command and control
JCAS	joint close air support
JCD-CBRND	Joint Combat Developer for Chemical, Biological, Radiological, and Nuclear Defense
JCIDS	Joint Capabilities Integration and Development System
JFCOM	U.S. Joint Forces Command
JIM	joint, interagency, and multinational
JLCCTC	Joint Land Component Constructive Training Capability



JNTC	Joint National Training Capability
JP	joint publication
JPME	joint professional military education
JRTC	Joint Readiness Training Center
JSTARS	Joint Surveillance Target Attack Radar System
KSU	Kansas State University
KU	University of Kansas
L2I	lessons learned integration
L2I-CN	lessons learned integration collaboration network
LEAD	leadership education and development
LESD	Logistics Exercises and Simulations Directorate
LID	Leadership Instructions Division
LNO	liaison officer
LVC	live, virtual, and constructive
LVC TE	live, virtual, constructive training environment
LVC-IA	live, virtual, constructive integrated architecture
M&S	modeling and simulation
MACOM	major Army command
MANSCEN	U.S. Army Maneuver Support Center
MBCOTM	mounted battle command on-the-move
MCTC	maneuver combat training center
MDEP	management decision evaluation package
MEP	master evaluation plan
MHIST	military history instructional support team
MI	military intelligence
MMAS	Master of Military Art and Science
MOS	military occupational specialty
MOUT	military operations in urban terrain
MP	military police
MRX	mission rehearsal exercise
MSC	major subordinate command
MSO	major subordinate organization
MTP	mission training plan
MTT	mobile training team
NATO	North Atlantic Treaty Organization
NCO	noncommissioned officer
NCOA	noncommissioned officer academy
NCOES	Noncommissioned Officer Education System
NET	new equipment training
NMS	National Military Strategy
NRS	non-resident studies
NSA	National Security Agency
NSC	National Simulation Center
NTC	National Training Center
OCONUS	outside continental United States
OD	observation detachment

OES	Officer Education System
OIL	observations, insights, and lessons
OIP	Office of Infantry Proponency
OOS	OneSAF Objective System
OPCF	operations career field
OPFOR	opposing force(s)
OPSEC	operation security
OPSGP	operations group
OPTEMPO	operating/operations tempo
OSUT	one station unit training
OTB	OneSAF testbed baseline
PCC	Pre-Command Course
PD	Programs Directorate
PEO STRI	Program Executive Officer Simulation, Training, and Instrumentation
PERSCOM	Personnel Command
PLDC	Primary Leadership Development Course
PM	program manager
PME	professional military education
POI	program of instruction
POM	Program Objective Memorandum
PPBE	planning, programming, budgeting, and execution
PPBES	Planning, Programming, Budgeting, and Execution System
PR	personnel recovery
QAO	Quality Assurance Office
R&P	research and publication
RC	Reserve Component
RCB	Requirements Control Board
RCF	Regional Correctional Facility
RDA	research, development, and acquisition
RO	responsible official
RSTA	reconnaissance, surveillance, and target acquisition
SAMS	School for Advanced Military Studies
S&RO	stability and reconstruction operations
S&T	science and technology
SAT	systems approach to training
SBCT	Stryker Brigade Combat Team
SBL	Soldier Battle Lab
SBLM	sustaining base leadership and management
SCP	School for Command Preparation
SCI	sensitive compartmented information
SE	synthetic environment
SGA	staff group advisor
SGS	Secretary of the General Staff
SICPS	Standard Integrated Command Post System
SJA	Staff Judge Advocate
SME	subject matter expert

SOH	safety and occupational health
SRS	Strategic Readiness System
SRT	staff ride team
STANAG	standardization agreement
STRAC	Standards in Training Commission
STRATCOM	strategic communications
SWB	software blocking
T2	Training Transformation
TADSS	training aids, devices, simulators, and simulations
TASS	The Army School System
TCC	TRADOC common core
TDCD	Directorate of Training, Doctrine, and Combat Developments
TEMO	training, exercises, and military operations
TLGOSC	Training and Leader Development General Officer Steering Committee
TPO OneSAF	TRADOC Program Office One Semi-Automated Forces
TPIO	TRADOC Program Integration Office
TPIO-BC	TRADOC Program Integration Office-Battle Command
TPIO-LVC TE	TRADOC Program Integration Office-live, virtual, and constructive training environment
TPIO-TD	TPIO-Terrain Data
TPIO-V	TRADOC Program Integration Office-Virtual
TR	TRADOC regulation
TRAC	TRADOC Analysis Center
TRADOC	U.S. Army Training and Doctrine Command
TSD	Training Support Division
TSM	TRADOC system manager
TSM Current BC	TSM Current Battle Command
TSP	training support package
TSR	TRADOC Status Report
TTD	Transformation Training Division
TTP	tactics, techniques, and procedures
UACDA	Unit of Action Capabilities Development Activity
UAV	unmanned aerial vehicle
UCMJ	Uniform Code of Military Justice
UJTL	Universal Joint Task List
USAAC	U.S. Army Accessions Command
USAADACS	U.S. Army Air Defense Artillery Center and School
USAALS	U.S. Army Aviation Logistics School
USAARMC	U.S. Army Armor Center
USAAVNC	U.S. Army Aviation Center
USACMLS	U.S. Army Chemical School
USDIP	U.S. Army Deserter Information Point
USAES	U.S. Army Engineer School
USAFACFS	U.S. Army Field Artillery Center and Fort Sill
USAIC	U.S. Army Infantry Center
USAIC&FH	U.S. Army Intelligence Center and Fort Huachuca

USAMPS	U.S. Army Military Police School
USAR	U.S. Army Reserve
USASC	U.S. Army Signal Center
USASMA	U.S. Army Sergeants Major Academy
USAWC	U.S. Army War College
USC	U.S. Code
USDB	U.S. Disciplinary Barracks
USMC	U.S. Marine Corps
USNORTHCOM	U.S. Northern Command
USSOUTHCOM	U.S. Southern Command
UTMC	unit training management configuration
UTMS	Unit Training Management System
VTT	video tele-training
WCOPFOR	World Class Opposing Force
WFX	warfighter exercise
WHINSEC	Western Hemisphere Institute for Security Cooperation
WMA	warfighter mission area
WMD	weapons of mass destruction
WOCC	Warrant Officer Career Center
WOCS	Warrant Officer Candidate School
WOES	Warrant Officer Education System

## Section II

### Terms

#### **analysis of alternatives**

The evaluation of the performance, operational effectiveness, operational suitability, and estimated costs of alternative systems to meet a mission capability. The AoA assesses the advantages and disadvantages of alternatives being considered to satisfy capabilities, including the sensitivity of each alternative to possible changes in key assumptions or variables. The AoA is one of the key inputs to defining the system capabilities in the CDD. (CJCSI 3170.01E)

#### **branch proponent**

The commandant or director of the respective school or institution that develops concepts, doctrine, tactics, techniques, procedures, organization designs, materiel requirements, training programs, training support requirements, manpower requirements (except as provided in AR 600–3), education requirements, and related matters for a branch in the Army. (AR 5-22)

#### **capability**

The ability to achieve a desired effect under specified standards and conditions through combinations of means and ways to perform a set of tasks. It is defined by an operational user and expressed in broad operational terms in the format of a joint capabilities document, ICD, or a joint DOTMLPF Change Recommendation (DCR). In the case of materiel proposals, the definition will progressively evolve to DOTMLPF performance attributes identified in the CDD and the CPD. (CJCSI 3170.01E)

**capstone concept**

A capstone concept is a holistic future concept that is a primary reference for all other concept development. This overarching concept provides direct linkages to national and defense level planning documents. A capstone concept drives the development of subordinate concepts. For example, the Capstone Concept for Joint Operations drives the development of joint operating concepts, joint functional concepts, joint integrating concepts, and Service concepts. The Army's capstone concept, [TP 525-3-0](#), drives the development of Army operating and functional concepts as well as CCPs. (TR 10-5-2)

**capability development document**

A document that captures the information necessary to develop a proposed program(s), normally using an evolutionary acquisition strategy. The CDD outlines an affordable increment of a militarily useful, logistically supportable, and technically mature capability. (CJCSI 3170.01E)

**capability production document**

A document that addresses the production elements specific to a single increment of an acquisition program. (CJCSI 3170.01E)

**combined arms training strategy**

A TRADOC initiative approved by the Chief of Staff, Army that establishes policy and guidance for the development, combatant commander/MACOM coordination, and approval of training strategies by functional area proponents. The CATS policy requires proponents to develop coordinated training strategies that address institutional, individual, and unit training and identify resource requirements necessary for the execution of each strategy. The CATS is not a strategy—it is the sum of all approved functional area training strategies developed by the functional area proponents.

**concept**

A notion or statement of an idea – an expression of how something might be done – that can lead to an accepted procedure ([CJCSI 3010.02A](#)). A military concept is the description of methods (ways) for employing specific military attributes and capabilities (means) in the achievement of stated objectives (ends).

**DOTMLPF change recommendation**

A recommendation for changes to existing joint resources when such changes are not associated with a new defense acquisition program. (CJCSI 3170.01E)

**domain agent**

Modeling and simulations domain agents support domain managers by gathering requirements, ensuring user requirements are understood and supported, and managing the domain review and approval process. Domain agents are responsible for developing and maintaining a database of investment information for their assigned models and simulations. They provide updates to the central investment database when the Army Modeling and Simulation Office requests, and manages the execution of approved investments. (AR 5-11)

**domain manager**

Headquarters, DA designates a manager for each M&S domain. Domain managers coordinate M&S activities and develop and maintain supporting plans for their domains, to include domain management plans and domain investment plans. (AR 5-11)

**initial capabilities document**

Documents the need for a materiel approach or an approach that is a combination of materiel and non-materiel to satisfy a specific capability gap(s). It defines the capability gap(s) in terms of the functional area, the relevant range of military operations, desired effects, time, and DOTMLPF and policy implications and constraints. The ICD summarizes the results of the DOTMLPF and policy analysis and the DOTMLPF approaches (materiel and non-materiel) that may deliver the required capability. The outcome of an ICD could be one or more DCRs or CDDs. (CJCSI 3170.01E)

**materiel solution**

Correction of a deficiency, satisfaction of a capability gap, or incorporation of new technology that results in the development, acquisition, procurement, or fielding of a new item (including ships, tanks, self-propelled weapons, aircraft, and others, and related software, spares, repair parts, and support equipment, but excluding real property, installations, and utilities) necessary to equip, operate, maintain, and support military activities without disruption as to its application for administrative or combat purposes. In the case of family-of-systems and system-of-systems approaches, an individual materiel solution may not fully satisfy a necessary capability gap on its own. (CJCSI 3170.01E)

**operational architecture**

A description (often graphical) of the operational elements, assigned tasks, and information flows required to accomplish or support a warfighting function. It defines the type of information, the frequency of exchange, and what tasks are supported by these information exchanges. (TR 10-5)

**operational environment (OE)**

Describes the physical, demographic, political, economic, technological, military and other conditions (variables) in which the U.S. Army will operate during the next two decades. “composite of all conditions, circumstances and influences which affect employment of military forces and bear on the decisions of the unit commander” (JP 1.02)

**proponent**

Army organization or staff element designated by the HQDA Deputy CofS, G-3/5/7 that has primary responsibility for materiel or subject matter expertise in its area of interest or charged with accomplishment of one or more functions. (AR 5-22)

**requirement**

An established need justifying the timely allocation of resources to achieve a capability to accomplish approved military objectives, missions or tasks. (TR 10-5)

**specified proponent**

The commander or chief of any agency responsible for a designated area that does not fall within the purview of a branch proponent. Specified proponents will have the same responsibilities as branch proponents. (AR 5-22)

**spiral development**

In this process, a desired capability is identified, but the end-state requirements are not known at program initiation. Those requirements are refined through demonstration and risk management; there is continuous user feedback; and each increment provides the user the best possible capability. The requirements for future increments depend on feedback from users and technology maturation. (DODI 5000.2)

FOR THE COMMANDER

OFFICIAL:

ANTHONY R. JONES  
Lieutenant General, U.S. Army  
Deputy Commanding General/  
Chief of Staff

// \*S //  
JANE F. MALISZEWSKI  
Colonel, GS  
Chief Information Officer

---

\*Original signed document is retained on file by the TRADOC CIO, Publications Officer